



UNITED STATES MARINE CORPS
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

5800
Legal
2 Aug 18

FIRST ENDORSEMENT on [REDACTED]'s ltr 5800 Legal of 24 Jul 18

From: Commanding Officer, 2d Battalion, 4th Marines
To: Files

Subj: COMMAND INVESTIGATION INTO THE FACTS AND CIRCUMSTANCES SURROUNDING THE
COMMAND CLIMATE ALLEGATIONS OF THE BATTALION AID STATION (BAS), 2D
BATTALION, 4TH MARINES

1. I personally reviewed this investigation, including all enclosures and statements. I concur with the Investigating Officer's findings of fact, opinions, and recommendations 2,4,5, and 6. I do not concur with recommendation 1 and 3, which I will address in this endorsement. No additional investigation is required.

2. I do not concur with the Investigating Officer's recommendation 1, that [REDACTED] to receive Non-Judicial Punishment for violation of Article 92, the Marine Corps' new Prohibited Activities and Conduct Prevention and Response Order for bullying and harassment as defined in Volume 2. I carefully considered the language and underlying purpose of MCO 5354. In doing so, I considered the recommendations of the Investigating Officer, the MRF-D [REDACTED], and both the I and III MEF [REDACTED]. Thus, after reviewing the investigation and its enclosures, I am electing to close this matter with a NAVPERS 1070/613 "Page 13" in [REDACTED]'s Service Record Book. This administrative action, combined with her relief and redeployment will immediately ameliorate the toxic command climate enumerated so clearly in the command investigation.

3. I make this decision after consideration of the impact these events have had on the victims and the unit. While [REDACTED]'s abhorrent actions are not tolerated or endorsed, I believe that her relief, immediate redeployment, and Page 13 entry will justly hold her accountable and sound the alarm. Fortunately, thanks to the volume and force of this alarm, I have the highest confidence that it will be heard by both [REDACTED] and the entire battalion chain of command. It signals a clear message: her repugnant treatment of sailors consistently evidenced throughout the command investigation cannot and will not be dignified or tolerated. There is no place in the Navy or Marine Corps where this behavior is acceptable.

4. I do not concur with the Investigating Officer's recommendation 2, that a new [REDACTED] be assigned as the V24 BAS leading Chief Petty Officer. I have the utmost confidence in [REDACTED]'s ability to assume the role of Leading Chief Petty Officer. Over the past two weeks, while [REDACTED] was on leave, [REDACTED] already proved her mettle. In that short period, BAS morale and command climate dramatically improved. [REDACTED] has what it takes. Sailors admire and respect her. Her leadership during this challenging period emboldened those around her. She is wise beyond her years and has limitless potential. I genuinely believe that replacing her now, when [REDACTED] was only due to remain in Darwin for another 40 days (since she was part of ADVON, scheduled to redeploy on 10 Sep 18) would not only not

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Make sense, but doing so would undermine the healing process that has already taken shape in BAS.

5. Nevertheless, this Command Investigation serves as an unfortunate reminder: even as America faces a peer threat, still, the greatest threat that Navy/Marine Corps Team faces is that single Staff Non Commissioned Officer or Officer who crushes the spirit of one of our Sailors and Marines. As evidenced by the countless testimonies, a bully can weaken, crack, and crush the fighting spirit of our strongest warriors; the direct connection between [REDACTED]'s toxic leadership and the Sailor's happy-heart are undeniable. Accordingly, our charge is to repair that damage. The chain of command must restore faith with our shipmates in BAS so that they may fight with a "Happy Heart". We must work with the impressionable Sailors - both young and old - to convince them that what they witnessed and were subjected to was not indicative of the entire Navy/Marine Corps Team. I will personally apologize to the entire BAS. I let them down by not aggressively supervising the BAS to clarify and confirm the Sailor's welfare. The buck stops with me. It is both my and the Headquarters and Service Company chain of command's responsibility and duty to earn back the Sailor's trust and win their affection.

6. In doing so, we will be blunt with the Sailors concerning the reality of [REDACTED]'s treatment of them: She fell victim to a vice that has claimed many victims in positions of authority for thousands of years: Hubris. It was fueled by a phenomena that British Lord Acton wrote about in 1887:

"Power tends to corrupt and absolute power corrupt absolutely"

7. The toxic cocktail of ego, hubris and unchecked power helped set the conditions for this noxious environment to endure for such a long period. Which is an apt segue into the Investigating Officer's 4th recommendation - that [REDACTED] shall receive a Non-Punitive Letter of Caution for "failing to cultivate a climate and culture of dignity, respect, and trust within his unit," as stated in Chapter 2, Volume 1 of the PAC order. While I wholeheartedly concur and will craft and deliver a compelling NPLOC, it should be noted that the U.S Navy LT is part of the Navy Staff Corps. Thus, he spent three years in medical school learning how to be a medical doctor at Uniformed Services University of Health Sciences. He then attended Officer Development School, in Newport, which is only 30 days in duration. He is not a Line Officer. Compare his leadership course of study to a Marine Officer's. Clearly, a Naval Staff Officer has little to no leadership training relative to Marine officers in the battalion. Yet, that does not absolve him of his responsibility as an officer. I mention this as a matter of fact, not as an excuse for his lackluster leadership and poor performance annotated throughout the command investigation.

8. As [REDACTED]'s commander, I own this. I should have recognized the disparity in military leadership training that a medical officer has relative to other officers in of his grade. Consequently, in addition to the written NPLOC and counseling related to this investigation, I will personally focus more time and effort toward his leadership development and the welfare of the Battalion Aid Station. To that end, I will ensure there is unity of effort throughout the battalion chain of command. Moreover, we will more frequently and deliberately engage both the HHQ Naval officer and Navy enlisted chain of command to give way together in his mentorship. Similarly, for the reminder of MRF-D, in the absence of a HMC, we will engage the HHQ Navy senior

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Enlisted chain of command to assist in the mentorship and development of our
Navy team.

9. The Investigating Officer's final two recommendations are critical. Educating Marines and Sailors about the recently published Prohibited Activities and Conduct Prevention and Response order is important and its relation to Equal Opportunity. To enhance the training, Sailors who were victims of a toxic command climate should be asked to consider helping conduct this training. The first-hand experience has the potential to add a richness the training. Sharing the results of the investigations and discussing them with leaders is equally important. We must teach, coach and mentor our subordinate leaders about how to create challenging learning environments and establish sound command climates within their units.

10. The point of contact for any questions is the Battalion [REDACTED],
[REDACTED] at [REDACTED]
[REDACTED]



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24 Jul 18

From: Investigating Officer, [REDACTED] USMC
To: Commanding Officer, 2d Battalion, 4th Marines

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Ref: (a) JAGINST 5800.7f, Chapter 2 (JAGMAN)
(b) MCO 5354.1E, Prohibited Activities and Conduct (PAC) Order
(c) UCMJ, Chapter 10 (Punitive Articles)

Encl: (1) Convening order dated 9 July 2018
(2) Amendment to the convening order dated 12 July 2018
(3) Summary of interview with HMC Wallace
(4) Summary of interview with HM1 Zeagarrido
(5) Statement from [REDACTED] dated 10 July 2018
(6) Statement from [REDACTED] dated 10 July 2018
(7) Statement from [REDACTED] dated 10 July 2018
(8) Statement from [REDACTED] dated 10 July 2018
(9) Statement from [REDACTED] dated 10 July 2018
(10) Statement from [REDACTED] dated 10 July 2018
(11) Statement from [REDACTED] dated 11 July 2018
(12) Statement from [REDACTED] dated 10 July 2018
(13) Statement from [REDACTED] dated 10 July 2018
(14) Statement from [REDACTED] dated 10 July 2018
(15) Statement from [REDACTED] dated 11 July 2018
(16) Statement from [REDACTED] dated 11 July 2018
(17) Statement from [REDACTED] dated 11 July 2018
(18) Statement from [REDACTED] dated 11 July 2018
(19) Summary of Interview with [REDACTED]
(20) Statement from [REDACTED] dated 14 July 2018
(21) Summary of Interview with [REDACTED]
(22) Summary of Interview with [REDACTED]
(23) Summary of Interview with [REDACTED]
(24) Summary of Interview with [REDACTED]
(25) Summary of Interview with [REDACTED]
(26) Summary of Interview with [REDACTED]
(27) Summary of Interview with [REDACTED]
(28) Summary of Interview with [REDACTED]
(29) Summary of Interview with [REDACTED]
(30) Summary of Interview with [REDACTED]
(31) Summary of Interview with [REDACTED]
(32) Summary of Interview with [REDACTED]
(33) Statement from [REDACTED] dated 20 July 2018
(34) Article 31, signed by [REDACTED] dated 11 July 2018
(35) Article 31, signed by [REDACTED] dated 14 July 2018
(36) Adverse Counseling from [REDACTED] to [REDACTED]
(37) Writing feedback from [REDACTED] to [REDACTED]
(38) Email from [REDACTED] to [REDACTED] and [REDACTED]

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(39) Email from [REDACTED] to [REDACTED] and [REDACTED]

Preliminary Statement

1. This investigation was conducted in accordance with reference (a) into the facts and circumstances surrounding allegations of poor command climate within the Battalion Aid Station (BAS), 2d Battalion, 4th Marines. During the initial investigation, the Investigating Officer uncovered findings of which were possible violations of the PAC order. The command investigation was extended an additional (10) days in order to investigate pertinent information into the facts and circumstances surrounding possible violations of the PAC order. The purpose of the investigation was to determine the leading factors of the negative command climate at the BAS, and to determine if [REDACTED] violated any provision of the PAC order. [REDACTED] and [REDACTED] initially approached the Battalion Executive Officer, [REDACTED], about their concerns with the command climate in the BAS.

Following an initial inquiry by [REDACTED], [REDACTED] was appointed as the Investigating Officer on 9 July 2018 and began the investigation that day by collecting statements from Sailors in the BAS. The V24 Executive Officer, [REDACTED] contacted the III MEF Equal Opportunity Advisor about this investigation. The III MEF Equal Opportunity Advisor reviewed the initial statements made by the Sailors of the BAS and submitted a Complaint Analysis to the V24 Commanding Officer on 12 July 2018. This investigation continued as a PAC investigation and was extended on 12 July 2018 to allow for further investigation. From there, the Investigating Officer continued to interview leadership from the BAS, additional corpsmen, and several Marines and Sailors outside of the BAS at the request of [REDACTED]. Every piece of information was reviewed and evaluated by the Investigating Officer. All information and statements received by the Investigating Officer was reviewed during the course of this investigation, and while not every piece of information received was deemed pertinent by the Investigating Officer, all information deemed as pertinent to the facts of this case are included within this report.

2. The only difficulty encountered during this investigation was the fact that [REDACTED] went on leave from 16 July to 25 July 2018. After 16 July, all communication between the Investigating Officer and [REDACTED] was conducted over messaging or email.

3. Any written statements provided by witnesses during this investigation are included as enclosures, and any additional information or statements made by witness beyond what was included in their written statements was captured and reported on a summary of interview written by the Investigating Officer.

4. Materials reviewed:

- a. Reference (a), JAGINST 5800.7f, Chapter 2 (JAGMAN)
- b. Reference (b), MCO 5354.1E, Marine Corps Prohibited Activities and Conduct (PAC) Prevention and Response
- c. Reference (c), UCMJ, Chapter 10 (Punitive Articles)

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Findings of Fact

1. [REDACTED] was appointed as the Investigating Officer to conduct a Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS, 2d Battalion, 4th Marines on 9 July 2018. [encl (1)]
2. On 9 July 2018, the Investigating Officer addressed the Sailors in the BAS and told them that she was willing to accept statements regarding the command climate. (15) Sailors requested to provide statements, (2) of which were no longer part of V24. [encl (4-18)]
3. An extension was granted to the Command Investigation in order to investigate possible violations of the PAC order on 12 July 2018. [encl (2)]
4. [REDACTED] stated that there were problems with discipline when she arrived at the BAS in October, 2018. [encl (3)]
5. [REDACTED] stated that, when she arrived, Sailors were on a first-name basis with [REDACTED]. [encl (3)]
6. [REDACTED] stated that he witnessed the moral of the BAS drop when [REDACTED] arrived around October 2017. [encl (19)]
7. [REDACTED] stated that the morale of the BAS dropped significantly since [REDACTED] arrived. [encl (13)]
8. [REDACTED] stated that, soon after [REDACTED] checked in, her mood swings and unpredictability quickly became an issue. [encl (5)]
9. [REDACTED] stated that [REDACTED] is unapproachable and disrespectful to all of the Sailors. [encl (5)]
10. [REDACTED] stated that [REDACTED] is unapproachable. [encl (7)]
11. [REDACTED] stated that junior Sailors are put down and belittled by [REDACTED]. [encl (5)]
12. [REDACTED] stated that [REDACTED] would often insult, swear at, and threaten the entire BAS staff. [encl (9)]
13. [REDACTED] stated that [REDACTED] threatened the Sailors with bad evaluations as a form of punishment. [encl (6)]
14. [REDACTED] stated that [REDACTED] had frequent mood swings that would turn into meltdowns where she would insult, swear at, and threaten the entire BAS staff. [encl (9)]
15. [REDACTED] stated that [REDACTED] scolded the Sailors on a daily basis, yelled at them, and told them they were not meeting her expectations even when they were a month ahead of schedule. [encl (12)]
16. [REDACTED] stated that [REDACTED] demeaned her senior staff in front of junior Sailors. [encl (11)]

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17. ██████ stated that that ██████ did not cry easily, but that ██████ made her cry. [encl (8)]

18. When asked, ██████ stated that he has never seen the leadership treat a Sailor unfairly. [encl (23)]

19. ██████ stated that, before deployment, Sailors were skittish or nervous around ██████. [encl (31)]

20. ██████ stated that the morale is nonexistent and that Sailors display little motivation to perform due to always being put down and belittled by ██████ [encl (5)]

21. ██████ stated that there were countless times when junior Sailors would come up to the HM2s and complain about how ██████ had made them feel terrible. [encl (7)]

22. ██████ stated that he was approached multiple times by numerous junior Sailors saying they feel uncomfortable and scared to work around ██████. [encl (5)]

23. ██████ stated that junior Sailors asked the HM2s for marriage advice, because the long hours, stress, and anxiety from work were causing problems with their marriages. [encl (7)]

24. ██████ stated that Sailors are anxious and that they hide from ██████ while they are at work. [encl (13)]

25. ██████ and ██████ stated that they avoid ██████ at work by hiding in different rooms or staying outside at the smoke pit. [encl (14, 16)]

26. ██████ stated that several Sailors told him they have anxiety from working with ██████. [encl (9)]

27. ██████ stated that many of the Sailors started going to mental health because of ██████. [encl (13)]

28. ██████ stated that he talked to ██████, the Regimental Operational Stress Control and Readiness Officer (OSCAR), about the command climate at the BAS. ██████ stated that ██████ already knew about problems with ██████ because other Sailors had talked to her about it. [encl (4)]

29. ██████ stated that ██████ said she could not intervene with the situation unless a Sailor became suicidal. [encl (4)]

30. ██████ stated that, during one of the first times ██████ addressed the BAS, she told the Sailors that she was there to pick up Senior Chief. [encl (12)]

31. ██████ stated that ██████ told him that she was only there to get promoted to Senior Chief. [encl (5)]

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32. ██████ stated that ██████ introduced herself to the Sailors and said, "I am here for one reason, to put a star on my anchor." [encl (10)]
33. ██████ described the work environment as toxic. [encl (5)]
34. ██████ stated that the atmosphere of the BAS is hostile. [encl (12)]
35. ██████ stated that the morale of the BAS improved when ██████ left with the advanced party for deployment. [encl (5)]
36. ██████ stated that the moral of the BAS was "half and half." [encl (26)]
37. ██████ described the environment at the BAS as toxic and emotionally strenuous. [encl (20)]
38. ██████ stated that the command climate has an uneasy tone, which she feels is due to ██████. [encl (20)]
39. ██████ stated that he believed the biggest setback for the command climate was the lack of support from ██████ and ██████. [encl (33)]
40. ██████ stated that there was a breakdown in communication between officers and enlisted Sailors. [encl (33)]
41. ██████ stated that there was a lack of communication between the leadership at the BAS. [encl (23)]
42. ██████ stated that ██████ told Sailors during their midterm counseling that they did not deserve their rank. [encl (5)]
43. ██████ stated that ██████ kicked ██████ out of his mid-term counseling because she was yelling at him and ██████ asked her why. [encl (9)]
44. ██████ stated that ██████ gave mean spirited and destructive counselings. ██████ believed that ██████ destroyed any rapport with the Sailors and showed them that she did not care about them. [encl (8)]
45. ██████ stated that, on the day Christmas leave started, ██████ kept the Sailors at work until 1900. ██████ stated that ██████ put the Sailors into a formation and proceeded to belittle them. [encl (7)]
46. ██████ stated that, in December 2017, the holiday leave block was supposed to start at 1600, but ██████ held the Sailors at work until 1900. ██████ stated that ██████ cursed at the Sailors for not completing their tasks on time. According to ██████, ██████ told the Sailors that they were never going to go home early again, that they were lazy, and that they were unable to perform daily tasks. [encl (5)]

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47. ██████ stated that, before deployment, ██████ held formation twice a day. According to ██████, ██████ would belittle the Sailors during formations, sometimes for up to (30) minutes. [encl (7)]

48. ██████ stated that, on 24 January 2018, ██████ yelled at a group of sailors, made threats, and used derogatory language. ██████ stated that he interrupted ██████ and immediately verbally counseled her. According to ██████, he told ██████ that he expected Sailors to treat each other with dignity and respect. [encl (19)]

49. ██████ stated that, on the last day of the Marine Corps Combat Readiness Evaluation (MCCRE), ██████ screamed at ██████. ██████ stated that this occurred in front of the majority of the Sailors in the BAS. [encl (20)]

50. ██████ stated that, on 28 February 2018, ██████ was upset about something but would not tell the Sailors what she was upset about. According to ██████, ██████ told the Sailors that she did not trust them, that if they went into combat they would probably die, and that she did not care if they showed up to work the next day. ██████ stated that ██████ was screaming and pacing in the hallway of the BAS for over an hour. ██████ stated that the Sailors did not understand why ██████ was upset. ██████ stated that she felt helpless. ██████ stated that she cried on her way home from work that night. [encl (13)]

51. ██████ stated that one of the instances where ██████ yelled at the Sailors occurred after MCCRE. According to ██████, junior Sailors were talking about how they wanted to go home, and ██████ came out of her office and started screaming at them. [encl (20)]

52. ██████ stated that after the battalion was released for the day on 28 February 2018, ██████ held the BAS staff in the hallway for an additional three hours. ██████ stated that ██████ was visibly angry about an "unresolved issue." According to ██████, ██████ came into the hallway to scream and swear at the Sailors and tell them that she didn't trust them. [encl (9)]

53. ██████ stated that, on 28 February 2018, ██████ held the Sailors at work until 1800. According to ██████, ██████ screamed at the Sailors for (30) straight minutes, told them that they were bad leaders, told them that they "would not make it in combat," and told them that she did not care if they came into work the next day or not. ██████ stated that her screaming was so loud that people from the Regimental Aid Station (RAS) came to the BAS to see if something was wrong. [encl (6)]

54. ██████ stated that the Sailors told leadership at the RAS and HMCs throughout the division about the problems with ██████, but no one listened. [encl (13)]

55. ██████ stated that he, ██████, ██████, ██████, and ██████ talked about filing an Inspector General (IG) complain, but never did. [encl (4)]

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56. [REDACTED] stated that he had no knowledge of a potential EO or IG complaint from the V24 BAS. He further stated that he does not have any indication to believe that [REDACTED] demonstrated any wrongful behavior towards the Sailors of the BAS, and on the contrary stated that [REDACTED] is "a firm and hardworking leader who upholds Sailors to a high regard". [encl (33)]

57. [REDACTED] stated that Sailors from V24 approached him on a few occasions and expressed their frustration about [REDACTED]. [encl (33)]

58. [REDACTED] stated that Sailors were complaining about being held accountable, because they were not held accountable prior to the arrival of [REDACTED]. [encl (33)]

59. [REDACTED] stated that he had never received any direct complaints from [REDACTED]. [encl (33)]

60. [REDACTED] stated that, in January 2018, a group of Sailors ranked E-5 and above addressed some of the issues they were having with [REDACTED] with the 5th Regiment chain of command. [REDACTED] stated that [REDACTED] brought the BAS together a few days later. According to [REDACTED], [REDACTED] and told the Sailors that she had been approached about their "bitching." [REDACTED] stated that [REDACTED] taunted the Sailors and told them to keep reporting her because she was friends with CMDCM Torres and nothing would happen to her. [encl (5)]

61. [REDACTED] stated that [REDACTED] found out about the Sailors complaints from [REDACTED]. According to [REDACTED], [REDACTED] told the Sailors that she was friends with [REDACTED] and that "no one could touch her." [encl (13)]

62. [REDACTED] stated that [REDACTED] reminded the Sailors on a regular basis that she had a good relationship with [REDACTED] and [REDACTED] from division. [encl (4)]

63. [REDACTED] stated that [REDACTED] told the Sailors on several occasions that she had been hand selected for her job. [encl (4)]

64. [REDACTED] stated that [REDACTED] reminded the Sailors that she had a close professional relationship with the CMDCM. [REDACTED] believed that [REDACTED] used her connection as a scare tactic. [encl (11)]

65. [REDACTED] stated that [REDACTED] told the Sailors that she was selected for her job by [REDACTED]. [encl (12)]

66. [REDACTED] stated that he was afraid to report misconduct from [REDACTED] out of fear of retaliation. [REDACTED] stated that he did not believe anything would be done, because Sailors from regiment and from different battalions were aware of the situation in the past but took no action. [encl (9)]

67. [REDACTED] stated that [REDACTED] requested to move to another battalion because of [REDACTED]. [encl (5)]

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68. [REDACTED] stated that [REDACTED] voluntarily transferred to another unit to avoid working with [REDACTED]. [encl (19)]

69. [REDACTED] stated that when [REDACTED] moved to another unit, [REDACTED] knew about the move before [REDACTED] did. [encl (3)]

70. [REDACTED] stated that, in January 2018, he requested to move to another battalion through [REDACTED], the senior enlisted advisor for 5th Marine Regiment. [REDACTED] stated that he again asked to be moved to another battalion in February 2018 through [REDACTED], but [REDACTED] told him that he was staying with V24 for the deployment. [encl (4)]

71. [REDACTED] stated that, in February 2018, three Sailors chose not to reenlist. [REDACTED] stated that, as the Battalion Career Counselor, he asked each Sailor why they chose to leave the Navy. According to [REDACTED], the Sailors told him they could not continue to work with someone like [REDACTED]. [encl (5)]

72. [REDACTED] stated that several Sailors had paperwork done to reenlist but chose not to because of [REDACTED]. [encl (13)]

73. [REDACTED] stated that [REDACTED] treats some people differently than others. According to [REDACTED], people that do well on their own are treated better than people who need more help. [REDACTED] stated that [REDACTED] does not give [REDACTED] and [REDACTED] the guidance they need, but just treats them poorly. [encl (32)]

74. [REDACTED] stated that [REDACTED] treats [REDACTED] differently than she treats other Sailors. [REDACTED] stated that he has seen [REDACTED] degrade [REDACTED]. [encl (25)]

75. [REDACTED] stated that [REDACTED] was constantly critical of his work and condescending towards him when he came to her for help. [encl (4)]

76. [REDACTED] stated that [REDACTED] was verbally abusive towards him and threatened to fire him on a regular basis. [encl (4)]

77. [REDACTED] stated that he believed his Sailors lost respect for him because of the way [REDACTED] treated him. [encl (4)]

78. [REDACTED] stated that [REDACTED] yelled at [REDACTED] in front of junior Sailors and made rude remarks about [REDACTED] during meetings. [encl (7)]

79. [REDACTED] stated that [REDACTED] treats [REDACTED] poorly, and that [REDACTED] demeans [REDACTED] in front of junior Sailors on a regular basis. [encl (13)]

80. [REDACTED] stated that [REDACTED] made [REDACTED] feel stupid by pointing out that she had a master's degree and all he had was a high school diploma. [encl (13)]

81. [REDACTED] stated that [REDACTED] called [REDACTED] stupid and said that he was the worst HM1 she had ever seen. [encl (9)]

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82. ██████ stated that ██████ constantly undermined ██████ in front of junior Sailors during the weekly sync meetings. [encl (10)]

83. When asked by the Investigating Officer if anyone was treated differently by ██████, ██████ stated that ██████ treated ██████ unfairly. ██████ stated that, in April, ██████ belittled ██████ in front of formation. [encl (31)]

84. ██████ stated that, in May 2018 during an Aboriginal welcoming ceremony for V24, ██████ yelled at ██████ for grabbing a water bottle. ██████ felt that ██████ was degrading towards ██████. [encl (24)]

85. ██████ stated that, on 16 April 2018, ██████ fired him from the LPO position in front of a formation of Sailors. According to ██████, a Sailor was late to formation, so ██████ pulled ██████ to the side and verbally counselled him loud enough for everyone to hear. ██████ stated that ██████ asked him several times if he wanted to be fired, and ██████ eventually responded with "be my guest." [encl (4)]

86. ██████ stated that ██████ swore at ██████, called him incompetent, and proceeded to fire him in front of all of the junior Sailors in the BAS. [encl (9)]

87. ██████ stated that ██████ fired ██████ from his position as the LPO in front of all of the Sailors in the BAS. ██████ stated that ██████ was embarrassed, and that ██████ began to distance himself from ██████ and the BAS. [encl (5)]

88. ██████ provided ██████ an adverse counseling after she fired him as LPO. [encl (36)]

89. ██████ stated that she is afraid of standing up to ██████ because she believes she will be fired as LPO, like ██████ was. ██████ stated that she does not want to receive a Page 13 punitive letter that could potentially harm her career. [encl (13)]

90. ██████ stated that ██████ said that she is afraid to stand up to ██████ even when ██████ is "out of line" because ██████ does not want to be fired as the LPO. [encl (20)]

91. ██████ claimed that ██████ treated the new female LPO, ██████, better than she treated him. ██████ stated that ██████ was more approachable and spent more time teaching and mentoring the new LPO. [encl (4)]

92. ██████ stated that he talked about filing an Equal Opportunity complaint with the LPO for naval personnel in the division surgeon office and ██████ a religious specialist. ██████ stated that he never filed a complaint. [encl (4)]

93. ██████ stated that ██████ had problems completing tasks on time. [encl (3)]

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94. ██████ stated that she told ██████ that he needed to make better use of his ALPO, ██████. [encl (3)]

95. ██████ stated that ██████ turned in evaluations to her with mistakes in spelling, grammar, and dates. [encl (3)]

96. ██████ gave ██████ feedback on his writing. [encl (37)]

97. ██████ sent writing guides to ██████ and ██████, and career guides to ██████ and ██████. [encl (38, 39)]

98. ██████ stated that she told ██████ that if he did not understand something, he should tell her he doesn't understand, so that she can spend more time explaining it to him. [encl (3)]

99. ██████ stated that she made a mistake with managing the medical records for the battalion. ██████ stated that she felt like ██████ treated her poorly for the next several months as a punishment. [encl (6)]

100. ██████ stated that, in December 2017, ██████ was unable to find the medical records for a Marine that was brought to the brig. ██████ stated that she first learned about the lost records from the Battalion Executive Officer, ██████. ██████ stated that she quickly found the medical records by using the Marine's Social Security Number instead of EDIPI. [encl (3)]

101. ██████ stated that ██████ wanted to "write-up" ██████ for not being able to find the record, but ██████ did not think it was appropriate to blame ██████ because the issue should have been brought to the attention of ██████ sooner. [encl (3)]

102. ██████ stated that, in February 2018, she completed a task for ██████ that took a lot of time and effort. ██████ believed that she completed the task to the best of her abilities and in accordance with the guidance from ██████. On its due date, 16 February, ██████ was not happy with the work and told ██████ that it was done incorrectly. ██████ screamed at ██████ during morning formation and gave her a negative counseling. [encl (6)]

103. ██████ stated that, on the morning of 16 February 2018, ██████ yelled at ██████ during a morning formation. ██████ did not feel that the situation was handled appropriately by ██████. [encl (29)]

104. ██████ stated that ██████ often yelled at ██████ in front of other Sailors during morning formation. [encl (6)]

105. ██████ stated that she felt like ██████ put her under a microscope and criticized everything that she did. [encl (6)]

106. ██████ stated that ██████ regularly yelled at the Sailors, especially ██████ [encl (10)]

107. ██████ stated that ██████ "had it the worst," and that ██████ called ██████ stupid in front of formation. [encl (12)]

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108. [REDACTED] stated that everyone in the BAS believed that [REDACTED] had something against [REDACTED]. [encl (13)]
109. [REDACTED] claimed that [REDACTED] caused her psychological distress. [encl (6)]
110. [REDACTED] stated that she would cry on her way to work and before bed. [encl (6)]
111. [REDACTED] stated that she would ask her husband to stay awake with her because she was too anxious to sleep. [encl (6)]
112. [REDACTED] stated that she was angry about work and that it caused problems in her new marriage. [encl (6)]
113. [REDACTED] claimed that she was depressed because of work and that she drank more alcohol than usual. [encl (6)]
114. [REDACTED] stated that she dreaded the deployment to MRF-D because she knew she would have no escape from work. [encl (6)]
115. [REDACTED] stated that she attended therapy once a week before deployment. [REDACTED] stated that her psychologist told her she may have developed a stress disorder from a toxic work environment. [encl (6)]
116. [REDACTED] stated that there was an incident on the evening of 16 February 2018. According to [REDACTED], she was out drinking with a close friend when a drunk stranger punched her in the face and fled the scene. [REDACTED] stated that her husband had been out with her earlier that night, but that he was at home during the time of the incident. [REDACTED] stated that she called the police and filed a report. [encl (6)]
117. [REDACTED] stated that she went to the emergency room on 17 February 2018 for a laceration above her left eye from being punched the night prior. [REDACTED] stated that she notified [REDACTED]. According to [REDACTED], [REDACTED] was initially supportive over the phone. [encl (6)]
118. [REDACTED] stated that on the following Monday, 19 February 2018, [REDACTED] told [REDACTED] that her story did not make sense. According to [REDACTED], [REDACTED] told [REDACTED] that she had poor situational awareness. [encl (6)]
119. [REDACTED] stated that [REDACTED] implied that it was inappropriate for [REDACTED] to go out with a male friend who was not her husband. [encl (6)]
120. [REDACTED] stated that, while on deployment, her assaulter was successfully identified and arrested. According to [REDACTED], [REDACTED] asked [REDACTED] what she had learned from the situation, implying that she had done something wrong. [encl (6)]
121. [REDACTED] stated that [REDACTED] told her to have [REDACTED] download the "My Fitness Pal" application so [REDACTED] could track the food that [REDACTED] was eating. [encl (13)]

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122. ██████ stated that ██████ told her that she had gained weight. According to ██████, ██████ did not believe ██████ when she said she did not gain weight. [encl (6)]

123. ██████ stated that she struggles with her weight and, on many days, works out twice a day. [encl (6)]

124. ██████ stated that she does not eat in front of ██████ or bring food to the BAS because she feels she will be judged. [encl (6)]

125. ██████ stated that ██████ told her that she is an emotional eater. [encl (6)]

126. ██████ stated that ██████ regularly works out with ██████ because ██████ is over weight standards. ██████ stated that she offered to work out with ██████ when ██████ was unavailable. [encl (3)]

127. ██████ stated that she spoke to ██████ about personal issues. According to ██████, ██████ told ██████ that she needed to look out for herself, that she cannot look at herself as a victim, and that she needed to find a positive outlet for her emotions and stress. ██████ stated that she suggested ██████ try writing in a journal. [encl (3)]

128. ██████ stated that several Marine Officers approached her during the Integrated Training Exercise (ITX) in October 2018 and asked her to speak to ██████ about his behavior. ██████ stated that ██████ would take a tortilla out of a Meal Ready to Eat (MRE), approach a Marine Officer, slap them in the face with the tortilla, and say "you've been tortilla slapped." ██████ stated that she told ██████ that his behavior was unprofessional and that he was not setting a good example for junior Sailors. [encl (3)]

129. ██████ stated that ██████ referred to ██████ as a "boot." [encl (3)]

130. ██████ stated that, following ██████'s arrival to V24, HM2 Newkirk said to ██████, "your boot is here." [encl (3)]

131. ██████ stated that she told ██████ to not use the term "boot" because it was disrespectful, and that if he acted immature, his Sailors would also act immature. ██████ stated that ██████ did not agree that using the term "boot" was a problem. [encl (3)]

132. ██████ stated that ██████ would argue with her in front of junior Sailors, and that she would tell ██████ that they should talk in private instead. [encl (3)]

133. ██████ stated that ██████ undermined her authority in the BAS. [encl (3)]

134. ██████ stated that during a Battalion FEX, ██████ asked ██████ where ██████ was, and ██████ responding by saying, "she's off doing chief stuff." ██████ stated that ██████ knew

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that she remained behind to run the BAS during the field exercise. [encl (3)]

135. [REDACTED] stated that she would give [REDACTED] guidance and deadlines for submitting paperwork, and [REDACTED] would go to junior Sailors to verify that what she told him was correct. [encl (3)]

136. [REDACTED] stated that, on 11 July 2018, [REDACTED] came outside to the smoke pit with three junior Sailors. According to [REDACTED], [REDACTED] began talking about the investigation. [REDACTED] stated that he felt like the issue should be handled among the leadership without involving junior Sailors. [encl (23)]

137. [REDACTED] stated that [REDACTED] would meet with him and [REDACTED] and tell them that the two officers were stupid, that she did not trust them, and that she had to do all of the work by herself. [encl (5)]

138. [REDACTED] stated that he heard [REDACTED] make disrespectful comments about [REDACTED] and [REDACTED]. According to [REDACTED], [REDACTED] said on multiple occasions that the officers were inexperienced and implied that some of the issues in the BAS were due to their incompetence. [encl (4)]

139. [REDACTED] stated that [REDACTED] has pulled in [REDACTED], [REDACTED], and [REDACTED] to gossip. According to [REDACTED], [REDACTED] would say things like (referencing [REDACTED] and [REDACTED]), "they are just so ****ing stupid," that they did not do their jobs correctly, and that they needed to be fired. [encl (7)]

140. [REDACTED] stated that [REDACTED] said, in front of him, [REDACTED], and other corpsmen, that [REDACTED] and [REDACTED] were stupid and that they didn't know what they were doing. [encl (9)]

141. [REDACTED] stated that [REDACTED] belittled the two officers in front of formations with Sailors ranked E-5 and below. [encl (13)]

142. [REDACTED] stated that [REDACTED] and [REDACTED] got into arguments in front of the Sailors on a regular basis. [encl (4)]

143. [REDACTED] stated that, during a physical training event approximately on 25 June 2018, [REDACTED] disagreed with his method of stretching. According to [REDACTED], he told her that he was the Senior Physician of the battalion. [REDACTED] stated that [REDACTED] responded by saying "titles do not matter." [encl (19)]

144. [REDACTED] stated that, on 4 July 2018, he questioned [REDACTED] on why she did not visit a Sailor in the hospital. [REDACTED] dismissed his question and responded with, "nope, not today sir." [encl (19)]

145. [REDACTED] stated that [REDACTED] approached [REDACTED] on 5 July 2018 and mentioned filing an EO complaint against [REDACTED]. [encl (19)]

146. [REDACTED] stated that she became aware of [REDACTED] considering an EO and IG complaint against [REDACTED] on 5 July 2018. [REDACTED] stated

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that she was unaware of the severity of the situation before that time.
[encl (21)]

147. [REDACTED] stated that he went to talk to the battalion EO representative, [REDACTED], and the Battalion Executive Officer, [REDACTED].
[encl (19)]

148. [REDACTED] stated that [REDACTED] instructed [REDACTED] to conduct an informal inquiry with the Sailors in the BAS in order to assess the command climate. [encl (19)]

149. [REDACTED] stated that he and [REDACTED] presented the findings from the informal inquiry to [REDACTED] on 8 July 2018. [encl (19)]

150. [REDACTED] stated that, on 9 July 2018, he spoke to [REDACTED]. According to [REDACTED], [REDACTED] said in regards to the complaints against her that she was just trying to make the Sailors better, that she worked hard to improve the BAS, and that she felt that the officers had undermined her by going behind her back to question the Sailors. [REDACTED] stated that [REDACTED] was visibly upset during their conversation.
[encl (22)]

Opinions

1. The Investigating Officer believes that there is an unacceptable command climate within the V24 BAS. Numerous personnel that work in the V24 BAS believe that there is a climate of bullying, intimidation and unprofessional leadership that significantly affects both the mental health as well as the career aspirations on many Sailors assigned to the unit. The Investigating Officer believes that these command climate issues stem from a lack of trust in the leadership, specifically [REDACTED] and [REDACTED] as well as a hostile work environment created by [REDACTED], [REDACTED] and [REDACTED]. [REDACTED] have demonstrated an inability to effectively and professionally work together and lead their section. Their significant communication issues manifest themselves through consistent disagreement, unprofessional gossiping and discussion with mix ranks, and frequent arguments in front of junior Sailors. The Investigating Officer believes that [REDACTED] and [REDACTED] both made attempts to resolve their issues, but continually failed to successfully address their issues and create a professional working relationship.

Multiple Sailors stated that their work environment was "hostile" or "toxic" because of [REDACTED]. The Investigating Officer received numerous statements from Sailors within the BAS, and though there were differences in some of the comments, the overwhelming preponderance of the evidence compels the Investigating Officer to attribute the hostile environment to the actions of [REDACTED]. It is important to note, however, that [REDACTED], 5th Marines RAS Chief, cites concerns about the contributions of [REDACTED] and [REDACTED] in his observation of [REDACTED]. [REDACTED] also attributes some of the Sailors complaints to these Sailors' personal issues with a leader who holds them to a standard and sets a demanding schedule. While this perspective may accurately reflect some of the numerous issues raised during this investigation, the sheer volume, severity, and consensus of numerous claims give the Investigating Officer the opinion that [REDACTED]

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██████████ is responsible for creating a hostile work environment. ██████████ became aware of such issues on multiple occasions but failed to implement sufficient corrective actions in a reasonable amount of time. In the opinion of the Investigating Officer, because of the lack of trust on the part of the Sailors in the BAS, it is not possible for ██████████ to effectively continue to serve in her current assignment. [FF (2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 55, 56, 57, 58, 67, 68, 69, 70, 71, 72, 102, 103, 104, 106, 107, 110, 111, 112, 113, 114, 115, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 150)]

2. The Investigating Officer can substantiate that ██████████ bullied ██████████ as defined by Paragraph 010402, Volume 2 of the PAC Order. According to the order, the definition for bullying includes subjecting a Service member:

"through cruel, abusive, humiliating, oppressive, demeaning, or harmful behavior, which results in diminishing the member's dignity, position, or status."

██████████ claims that ██████████ was verbally abusive towards him. Multiple Sailors stated that ██████████ treated ██████████ poorly or unfairly, and cited instances where she yelled or cursed at him in front of junior Sailors. The overwhelming consensus and detail of the Sailors' statement give the Investigating Officer the opinion that ██████████ was verbally abusive towards ██████████. ██████████ provided sufficient justification for relieving ██████████ as the LPO, and the Investigating Officer does not believe that ██████████ fired ██████████ out of retaliation. However, the Investigating Officer believes that the manner in which ██████████ fired ██████████, specifically doing so in front of numerous junior Sailors, was humiliating to a reasonable person standard.

██████████ claimed that Sailors lost respect for him because of the way ██████████ treated him. Based on the fact that ██████████ frequently yelled at ██████████ in a public setting, and that numerous junior Sailors witnessed such instances, it can be reasonably assumed that her conduct had a negative effect on the dignity and reputation of ██████████. The Investigating Officer believes that ██████████ was motivated by her desire to improve the BAS and by her frustration with ██████████'s inability to meet her expectations of an LPO. However, the condescending and public manner in which she interacted at times with ██████████ was unacceptable, regardless of her perception of his level of performance. The Investigating Officer did not encounter any evidence to suggest that ██████████ treated ██████████ differently because of his race, color, national origin, religion, sex, or sexual orientation. [FF (59, 70, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 91, 92, 93, 94, 95, 96, 98)]

3. The Investigating Officer can substantiate claims that ██████████ harassed Sailors with the BAS as defined by Paragraph 010501, Volume 2 of the PAC order. According to the order, the definition for harassment includes conduct from a Service member that is:

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"unwelcome or offensive to a reasonable person," and "where the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, abusive, or as otherwise having an adverse impact on the unit." The order states that "offensive conduct may include, but is not limited to, offensive jokes; slurs; epithets or name calling; physical assaults or threats; intimidation; ridicule or mockery; insults or put downs; [...] and interference with work performance (to include unwillingness to train, evaluate, assist, or work with an individual)." Additionally, the order states that, "the victim does not have to be the person harassed but can be anyone affected by the offensive conduct."

Multiple Sailors described their work environment as hostile or intimidating because of [REDACTED]. Multiple statements described incidents where [REDACTED] "screamed" and cursed at the Sailors in the BAS, specifically on the day before Christmas leave, 24 January 2018, and 28 February 2018. Multiple Sailors claimed that [REDACTED] insulted [REDACTED] and called her names. The overwhelming preponderance of the evidence makes the Investigating Officer believe that [REDACTED] exhibited abusive behavior that resulted in numerous Sailors suffering from frustration, anxiety, or depression. The Investigating Officer believes that [REDACTED] intentionally intimidated the Sailors by talking about her relationships with senior staff members in the division, particularly with [REDACTED]. Due to conflicting statements and evidence, the Investigating Officer cannot conclude that [REDACTED] interfered with work performance or showed an unwillingness to train any individual. [FF (8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 24, 25, 26, 27, 28, 29, 33, 34, 35, 36, 37, 38, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 89, 90, 96, 97, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 150)]

4. During the course of the investigation, there were numerous claims and allegations stated by [REDACTED] and other Sailors and Marines interviewed. These claims were addressed in all interviews conducted by the Investigating Officer and are all captured in the statements and interview notes prepared by the Investigating Officer. Whether or not they pertained directly to the investigation, the Investigating Officer investigated each claim to determine validity. The Investigating Officer was unable to substantiate any of the extraneous claims made, and due to a lack of corroborating evidence, could not determine if they occurred. The Investigating Officer brought forward only those matters that she thought were most pertinent to the purpose of this investigation.

Recommendations

1. [REDACTED] should receive Non-Judicial Punishment for violation of Article 92, specifically for violating the Prohibited Activities and Conduct order for bullying and harassment as defined in Volume 2. Due to the impacts and severity of [REDACTED]'s conduct, as well as the fact that it has endured for such a long period of time, it is the Investigating Officer's opinion that administrative actions alone will not suffice to address her actions. [REDACTED] should receive punishment to both provide justice for her actions as well as maintain good order and discipline in the unit.

Subj: COMMAND INVESTIGATION INTO THE FACTS AND CIRCUMSTANCES SURROUNDING THE
COMMAND CLIMATE ALLEGATIONS OF THE BATTALION AID STATION (BAS), 2D
BATTALION, 4TH MARINES

2. [REDACTED] should be relieved of her duties as the V24 BAS Leading Chief Petty Officer and be immediately redeployed from Marine Rotational Force-Darwin to serve elsewhere in the 1st MARDIV.

3. A new Leading Chief Petty Officer should be assigned to V24 as soon as possible. If possible, a new HMC should be deployed to Darwin, Australia to complete the remainder of Marine Rotational Force-Darwin 2018.2. In the interim, [REDACTED] should assume the role as Leading Chief Petty Officer.

4. [REDACTED] should receive a Non-Punitive Letter of Caution for failing to "cultivate a climate and culture of dignity, respect, and trust within his unit," as stated in Chapter 2, Volume 1 of the PAC order.

5. Every unit in V24 should conduct training to inform Marines and Sailors on prohibited activities and conduct as defined in Volume 2 of the PAC Order, and on the reporting procedures outlined in Chapter 3, Volume 1 of the PAC Order.

6. All workspaces and common areas in V24 should clearly display Equal Opportunity, Prohibited Activities and Conduct, and Inspector General procedures, to include a picture of the Battalion Equal Opportunity Representative and the hotline number for the Inspector General.

The point of contact on this Command Investigation is [REDACTED]
[REDACTED] at [REDACTED]

[REDACTED]



UNITED STATES MARINE CORPS
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

5800
Legal
9 Jul 18

From: Commanding Officer, 2d Battalion, 4th Marines

To: [REDACTED] USMC

Subj: COMMAND INVESTIGATION INTO THE FACTS AND CIRCUMSTANCES SURROUNDING THE
COMMAND CLIMATE ALLEGATIONS OF THE BATTALION AID STATION (BAS) SECTION,
2D BATTALION, 4TH MARINES

Ref: (a) JAGINST 5800.7F

1. Per reference (a) this letter appoints you as the Investigating Officer to conduct Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS section, 2d Battalion, 4th Marines.

2. The scope of this investigation will be limited to the direct circumstances involving the command climate of the BAS section. You are tasked to investigate these allegations, as well as any other incidents or points of concern that arise during the course of your investigation.

3. You are to conduct the Command Investigation in accordance with the reference and report your findings no later than on 13 July 2018. You may seek advice and assistance from the Battalion Legal Officer or the Staff Judge Advocate.

4. The point of contact for any questions during the course of your investigation is the Battalion Legal Officer, [REDACTED]
[REDACTED] at [REDACTED]
[REDACTED]

ENCLOSURE (1)



UNITED STATES MARINE CORPS

MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
BOX 89007
FPO AP 96610-0709

5800
Legal
12 Jul 18

From: Commanding Officer

To: [REDACTED]

Subj: COMMAND INVESTIGATION INTO THE FACTS AND CIRCUMSTANCES SURROUNDING THE
COMMAND CLIMATE ALLEGATIONS OF THE BATTALION AID STATION (BAS)
SECTION, 2D BATTALION, 4TH MARINES

Ref: (a) JAGINST 5800.7F

1. Per reference (a), you are hereby granted an extension to your Command Investigation in order to investigate possible violations of the Prohibited Activities and Conduct (PAC) Order, Marine Corps Order (MCO) 5453.1E. In addition to your investigation into the command climate of the BAS, your investigation has uncovered findings of which are possible violations of the PAC order.

2. Your investigation has been extended an additional 10 days in order to investigate pertinent information into the facts and circumstances surrounding possible violations of the PAC order. You are to report your findings no later than 23 July 2018. You may seek advice and assistance from the Battalion Legal Officer or the Staff Judge Advocate.

3. The point of contact for any questions during the course of your inquiry is the Battalion Legal Officer, [REDACTED] at [REDACTED]

ENCLOSURE (2)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
15 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH HMC WALLACE

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the E Company, 2d Battalion, 4th Marines (V24) Command Post (CP) on 11 July and 15 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. [REDACTED] stated that she arrived to the V24 Battalion in October 2018.

3. When asked, [REDACTED] stated that there is a problem with the command climate.

4. [REDACTED] stated that there were problems with the BAS when she arrived. Junior staff were on a first name basis with [REDACTED]. Sailors were wearing hoodies with their utility uniform, which was not an authorized uniform. The BAS did not maintain cleanliness standards. Evaluations were misplaced or lost and there were no division department folders. When Marines checked in, their records were not being screened or documented. There were no trackers of non-compliance or missing records until she created one. When [REDACTED] brought these issues to the attention of [REDACTED], he told her that they were "flat black" issues and that they should be handled by the enlisted staff.

5. [REDACTED] stated that she arrived to the unit four days before the Integrated Training Exercise (ITX). During ITX, [REDACTED] said there were problems with the Authorized Medical Allowance List (AMAL) cans. [REDACTED] said that he did not have time to review the AMAL cans before the ITX. [REDACTED] recommended that they label the cans and go through them so he could explain what items he wanted to use and put the rest outside of the tent.

6. [REDACTED] stated that, during the ITX, several Marine officers approached her and asked her to talk to [REDACTED] about his behavior. [REDACTED] found out later that [REDACTED] would take apart the tortillas from an MRE, go up to a Marine officer, and hit them in the face with a tortilla while saying "you've been tortilla slapped." When she confronted [REDACTED] about this issue, he laughed it off. She explained that his behavior was unprofessional. She told him that if junior Sailors copied his

ENCLOSURE (3)

Subj: SUMMARY OF INTERVIEW WITH HMC WALLACE

behavior, it could escalate into a fight, and they could say that they were following his example.

7. [REDACTED] stated that [REDACTED] spent a lot of time with [REDACTED] during the ITX. They got coffee together, ate together, and went to the gym together. She spoke to [REDACTED] about it and told him that other Sailors noticed how friendly he was with [REDACTED], and that he needed to be more professional as an officer. They also had a conversation about it with the RAS Senior Enlisted Leader (SEL) and the RAS Surgeon.

8. [REDACTED] stated that [REDACTED] arrived to V24 during the ITX. [REDACTED] referred to [REDACTED] as a "boot." [REDACTED] said to [REDACTED], "your boot is here." [REDACTED] spoke to [REDACTED] and told him to not to use that term because it was disrespectful. She said that if he acted immature, his Sailors would act immature. [REDACTED] did not agree that it was a problem.

9. [REDACTED] stated that [REDACTED] had a positive urinalysis on 8 March 2017, which was before she arrived at the unit. The legal paper work was not processed until [REDACTED] routed it in January 2018.

10. [REDACTED] stated that, over the Christmas leave block, a Marine was brought to the brig, and the Battalion Executive Officer, [REDACTED], was looking for that Marine's medical file. [REDACTED] made a statement that the BAS had lost his medical and dental records. [REDACTED] asked [REDACTED] about the missing records, which was the first time she was aware of the matter. [REDACTED] gave her the last five numbers of the Marine's EDIPI. [REDACTED] instead asked for the last four numbers of the Marine's Social Security Number (SSN), because that was the number used to file medical records. When she got to the BAS, she found the files immediately using the Marine's SSN. She called [REDACTED] and told him that she found the records, and he asked her why her medical officer could not find them. [REDACTED] asked [REDACTED] why he had not mentioned the missing file to her during their last meeting. She told him that if a medical or dental file was missing, "everyone in the BAS needs to be looking for it." [REDACTED] told her that [REDACTED] had not been able to find it. [REDACTED] wanted [REDACTED] to write up [REDACTED] for not being able to find the record, but [REDACTED] did not think it appropriate because the matter should have been brought to her attention sooner.

11. [REDACTED] stated that, because of the missing medical record, she realized there were Sailors with collateral billets that were not suited for their position or performing their job well. She asked each billet holder for a Standard Operating Procedure (SOP) and realized that Sailors were not following their own SOPs. She fired some Sailors and moved some to different positions. [REDACTED] was not a good fit as the senior line corpsman of Fox Company, so [REDACTED] replaced him with [REDACTED], who was currently working with supply. [REDACTED] kept [REDACTED] informed whenever she moved corpsmen.

12. [REDACTED] stated that the BAS was not having musters, and that word was not getting passed to everyone. Around November 2017, she began to hold morning formations at 0600, before the 0630 formation, on Monday, Wednesday,

Subj: SUMMARY OF INTERVIEW WITH HMC WALLACE

and Friday. Sailors started showing up to formation late, and she told the First Class Petty Officers that they needed to start holding people accountable.

13. [REDACTED] stated that, in January 2018, she talked to [REDACTED] from the Division Surgeon Office. She told him that work was not getting done at the BAS, and that she did not want to come into work on the weekend. [REDACTED] talked to the corpsmen, [REDACTED], [REDACTED] and the chaplain, and explained that she was authorized to make the Sailors work late or come in on the weekend in order to get the work done before deployment. Whenever the Sailors stayed at work late, [REDACTED] stayed late with them.

14. [REDACTED] stated that [REDACTED] moved to another unit. [REDACTED] knew that he was going to move before [REDACTED] did. She spoke to the [REDACTED] from the Regimental Aid station and asked why she didn't know about it sooner. He told her that she had three First Class Petty Officers, and they needed to move one. [REDACTED] became the new Lead Petty Officer (LPO).

15. [REDACTED] stated that [REDACTED] had problems completing tasks on time. [REDACTED] would write his tasks on a whiteboard in his office, but he did not delegate those tasks or add them to the BAS calendar in the hallway. She asked him why he wasn't getting his work done, and she realized that he was not passing word or delegating. She told him that he needed to make better use of his ALPO, [REDACTED]. On 13 February 2018, [REDACTED] tasked [REDACTED] to complete a roster for a 12-mile hike by 1200 on 15 February 2018. He did not have the roster complete by the deadline.

16. [REDACTED] stated that [REDACTED] turned in evaluations with mistakes, which created extra work for her. There were grammar issues, misspelled words, and incorrect dates. [REDACTED] asked [REDACTED] why he had not sent the evaluations back to the originator to correct them, or why he had not used [REDACTED].

17. [REDACTED] stated that [REDACTED] passed a leave request to [REDACTED] from a Sailor that tried to combine leave and special liberty. [REDACTED] explained to [REDACTED] why she could not authorize that request, but [REDACTED] had difficulty understanding. She told him that if he did not understand something, he needed to tell her so that she could take more time to explain it to him.

18. [REDACTED] stated that she began to hold formation twice a day because some information changed throughout the day. The Sailors told [REDACTED] that, in leu of a second formation, they could pass word over a messaging application. [REDACTED] agreed and tried to pass information to [REDACTED] for him to pass electronically. [REDACTED] stated that Sailors were still not receiving word. [REDACTED] did not always receive texts from [REDACTED], so she began to pass word to both him and [REDACTED].

19. [REDACTED] stated that, on 8 February 2018, she tried to enroll [REDACTED] in a Medical Regulating course. [REDACTED] missed the deadline for submitting his information and was unable to attend the course.

Subj: SUMMARY OF INTERVIEW WITH HMC WALLACE

20. [REDACTED] stated that she took five days of pre-deployment leave. She told [REDACTED] that she could be reached on her phone or over email if he needed to contact her. [REDACTED] stated that her phone "constantly rang," and that [REDACTED] called her for issues that he should have handled on his own. [REDACTED] called her and told her that [REDACTED] had told the Sailors ranked E5 and below to attend a PT session with the Marines, even though there were weigh-ins scheduled for that day and listed on the TEEP. [REDACTED] told [REDACTED] that he should tell [REDACTED] about the weigh-ins, because that is what she would have done if she was there.

21. [REDACTED] stated that, while on pre-deployment leave, [REDACTED] texted her and asked if she knew that [REDACTED], one of her Sailors, had a Captains Mast for getting a DUI. She did not know about it until she received his text. She came into work to go to the Captains Mast. [REDACTED] asked [REDACTED] if he knew that a Sailor had a Captains Mast. [REDACTED] told her that he did know about it, but he did not know he had to be there.

22. [REDACTED] stated that [REDACTED] was reduced in rank to HN as a result of the Captains Mast. [REDACTED] told the Battalion Commander, [REDACTED], that Sailors cannot reenlist if they are reduced in rank, and the Battalion Commander told her that he was unaware of that when he made his decision. [REDACTED] was planning to reenlist in July. [REDACTED] spoke to the Sailor and told him that there was nothing she could do, but she offered to go back with him to talk to the Battalion Commander.

23. [REDACTED] stated that she filled out a page 13 punitive letter for the Sailor that received the DUI. [REDACTED] asked her about the page 13, and [REDACTED] explained to him that, if a Sailor gets reduced in rank, they cannot reenlist. She instructed [REDACTED] not to change the paperwork.

24. [REDACTED] stated that, while she was in Okinawa with the advanced party for deployment, [REDACTED] called her and told her that [REDACTED] had gotten in trouble again. He was pulled over on base while his driving privileges were revoked. [REDACTED] said that they could not find the record for his Page 13. [REDACTED] from the RAS called [REDACTED] and asked her if she had changed the Page 13, because it was different than what they had discussed before. [REDACTED] sent a copy of the Page 13, and [REDACTED] realized that it was different than what she had wrote. [REDACTED] informed [REDACTED] that [REDACTED] had changed the document, and because of that, the Battalion Commander was unable to process that servicemember out.

25. [REDACTED] stated that, when she got to Australia, [REDACTED] told her that [REDACTED] was not completing tasks that she gave him.

26. [REDACTED] stated that she asked [REDACTED] to create a room roster. [REDACTED] told her that he did not have internet, so [REDACTED] instructed him to use the internet on the computers at the BAS or to hand write it. It took [REDACTED] several days to complete this task.

Subj: SUMMARY OF INTERVIEW WITH HMC WALLACE

27. ██████ stated that an incident occurred with her Sailors on 30 June 2018. ██████ and ██████ got into an argument with a bus driver about bringing food onto the liberty bus. They ended up taking a taxi back to base. ██████ was on liberty at the time and first found out about the incident from ██████. When she called ██████ to tell him about it, he told her that he already knew. ██████ came back to base to talk to the Sailors. She stated that she was angry that she had to come back from liberty. She told the Sailors that they should have notified her first, because it appeared as if they were trying to cover up an alcohol related incident.

28. ██████ stated that she knew ██████ was hospitalized and was getting IV therapy for cellulitis in his hand. ██████ notified the Sailors over a group message that he could give them a ride in the van to visit ██████. ██████ stated that there was another Sailor dealing with a red cross message, so she chose to stay at the BAS. On 2 July 2018, ██████'s wife was diagnosed with Henoch-Schonlein Purpura and was hospitalized at Balboa. ██████ was waiting to see if they were going to send a red cross message. ██████ explained that in a group text to ██████, ██████, the Chaplain, and ██████. ██████ had an issue with the fact that she didn't visit ██████. ██████ stated that he didn't address her about this issue, but instead talked about it with several Marine officers. ██████ told ██████ what ██████ had said.

29. ██████ stated that, while she was visit other Marine units in Australia with the command element, she received messages from ██████ on 6 June to 15 June 2018 about problems that she was having planning for a field exercise. ██████ tried to help ██████ with those problems over text, but she heard that there were still problems from the BAS during the FEX. Sailors did not show up to a meeting at the Ammo Supply Point that they were required to attend. The BAS brought fuel cans, but there was no fuel in them. LTJG did not instruct the driver of the safety vehicle to go to the communication shop and set up the radios. When ██████ returned, she told ██████ about those issues. ██████ later approach ██████. ██████ told ██████ that she had lost control of a medical situation when a Marine got hurt during the exercise. ██████ felt that ██████ was passing off his work onto her. ██████ told her that she needed to "find her voice." ██████ said that ██████ is not expected to know everything, but that she needs to educate herself. ██████ offered leadership courses and book suggestions. ██████ told ██████ that ██████, ██████, and ██████ could provide mentorship or advice. ██████ told ██████ that if she had questions following a meeting, to go up to that individual after the meeting and ask them.

30. ██████ stated that ██████ is over weight standards and regularly works out with ██████. When ██████ was not able to work out, ██████ offered to work out with ██████. ██████ spoke to ██████ about her personal issues. ██████ told ██████ that she needs to look out for herself, that she cannot think of herself as a victim, and that she should find a positive outlet for her emotions and stress. ██████ suggested that ██████ try starting a journal.

Subj: SUMMARY OF INTERVIEW WITH HMC WALLACE

31. [REDACTED] stated that [REDACTED] is also overweight. [REDACTED] instructed the First Class Petty Officers and Second Class Petty Officers to work with [REDACTED] and help him.

32. [REDACTED] stated that [REDACTED] would argue with her in front of junior Sailors, and she would have to tell him that they should talk later in private.

33. [REDACTED] stated that [REDACTED] made a negative comment about her in front of junior Sailors. During Battalion FEX I, [REDACTED] asked [REDACTED] where [REDACTED] was, and he responded with, "she's off doing chief stuff." [REDACTED] remained behind to run the BAS, which [REDACTED] was aware of. [REDACTED] stated that he undermines her authority in the BAS. [REDACTED] would give [REDACTED] guidance and deadlines for submitting paperwork, and [REDACTED] would go to junior Sailors to verify what she told him.

34. [REDACTED] had tried to do conflict resolution with [REDACTED] after the negative comments that he made about her in front of Sailors and when he told [REDACTED] that he didn't know where she was during FEX I. The second time was when [REDACTED], [REDACTED], [REDACTED] were told to come to the [REDACTED]'s office along with the SgtMaj.

35. This summary is true and correct to the best of my knowledge.

[REDACTED]



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
11 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Battalion Aid Station (BAS) and Battalion Command Post on 9 July, 11 July, and 12 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. [REDACTED] stated that he arrived to the V24 BAS on 17 November 2017.

3. [REDACTED] stated that [REDACTED] had arrived to the unit one month before him.

4. [REDACTED] stated that, at the time of his arrival, [REDACTED] was the Leading Petty Officer (LPO). The relationship between [REDACTED] and [REDACTED] was visibly "rocky" due to miscommunication and micromanagement. According to [REDACTED], [REDACTED] requested to move and went to 3rd Battalion, 5th Marines before the deployment to Marine Rotational Force-Darwin. As a result, [REDACTED] became the LPO.

5. [REDACTED] stated that [REDACTED] told the Sailors on a regular basis that she had a good relationship with [REDACTED] and [REDACTED] from division. She told [REDACTED] that she worked well with the V24 Battalion Commander and Battalion Executive Officer, and that she was better at communicating with them than he was. On multiple occasions while she was reprimanding the Sailors, she reminded them that she had been "hand-selected" for her job as part of an effort to integrate females into the infantry battalion. [REDACTED] stated that her comments subtly reinforced the idea that, if anyone were to report her actions, both the Navy and Marine Corps chain of command would be unwilling to listen or take action against her.

6. [REDACTED] stated that [REDACTED] was constantly critical of his performance and was condescending towards him when he came to her for help. She provided tasks that were confusing or contradictory, and continued to be "verbally abusive" towards him when he was unable to meet her expectations. [REDACTED] tried to resolve his issues by talking to [REDACTED], but he felt that she spent their conversations lecturing him rather than listening to his concerns.

ENCLOSURE (4)

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

7. [REDACTED] stated that [REDACTED] belittled him in front of his Sailors. She yelled at him on a regular basis and threatened to fire him for his poor performance. She told him several times that she was going to replace him with the female HM1. He felt that junior Sailors at the BAS had lost respect for him, and they didn't believe he was doing enough to stand up for them in front of [REDACTED].

8. [REDACTED] stated that [REDACTED] provided poor leadership to junior Sailors. She spoke to Sailors using harsh language and yelled at them loud enough for other Sailors to overhear. He felt that her performance evaluations were unduly negative and that she was reluctant to give them awards.

9. [REDACTED] described multiple occasions when [REDACTED] would yell at the Sailors. [REDACTED] stated that [REDACTED] would keep the Sailors at the BAS for up to an hour after they had completed all of their work. She would scream at them for "being lazy" and not finishing their tasks. She would tell the Sailors that they "would never earn her trust or meet her expectations." She would say that they could go home when they finished their work, although no one understood what they still had to do. Upon being asked, [REDACTED] would tell them to "figure it out." The IO asked [REDACTED] when this incident occurred, and he stated that it occurred multiple times.

10. [REDACTED] stated that he sought mentorship outside of the battalion, specifically from [REDACTED] from 3rd Battalion, 5th Marines.

11. [REDACTED] stated that he talked to [REDACTED], the regimental Operational Stress Control and Readiness Officer (OSCAR), about the command climate at the BAS. According to [REDACTED], [REDACTED] already knew about [REDACTED] because several other Sailors had spoken to her about it. [REDACTED] told [REDACTED] that his Sailors needed to learn how to cope with the type of stress they experienced at work. [REDACTED] told him that she could not intervene unless the Sailors became suicidal or became unable to perform their work. He asked her what tools he could use to improve the situation, and she lent him a book.

12. Around the beginning of January 2018, [REDACTED] stated that he requested to move to another unit through [REDACTED], the senior enlisted leader for 5th regiment. After [REDACTED] left V24, around February 2018, [REDACTED] again spoke to [REDACTED]. [REDACTED] told [REDACTED] that he was new to the unit and junior to [REDACTED], so they chose to move [REDACTED] instead.

13. [REDACTED] stated that, around February or March 2018, he talked to [REDACTED], [REDACTED], [REDACTED], [REDACTED], and [REDACTED] about filing an Inspector General (IG) complaint. On a separate occasion, he spoke to [REDACTED] about the issues he was having, and he mentioned that the Sailors were considering reporting [REDACTED]. [REDACTED] does not remember if he specifically mentioned an IG complaint. [REDACTED] told [REDACTED] that he would speak to [REDACTED] about it. [REDACTED] never submitted an IG complaint.

14. [REDACTED] stated that, on 16 April 2018 shortly after arriving on deployment, [REDACTED] fired him as LPO in front of a formation of Sailors. He stated that one of his Sailors was late to formation, and because of that,

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

[REDACTED] pulled him aside to verbally counsel him, but spoke loud enough for the Sailors to hear. [REDACTED] repeatedly asked [REDACTED] if he wanted to be fired, and, at one point, [REDACTED] responded with "be my guest." After [REDACTED] was fired, [REDACTED] was the new LPO, [REDACTED] was the new Assistant LPO (APLO), and he no longer had a job.

15. [REDACTED] stated that [REDACTED] treated the new female LPO, [REDACTED], differently than she treated him. [REDACTED] was more approachable and she put more effort into teaching and mentoring the new LPO. [REDACTED] stated that the difference in her treatment was like "day and night."

16. [REDACTED] stated that he had brought up the idea of an Equal Opportunity complaint with LPO for naval personnel in the division surgeon office and [REDACTED], a religious specialist. They told him that if he was going to file an EO complaint, he was going to have to be organized and prepared. They also told him that there are different styles of leadership, and he should use this as an opportunity to focus on his personal growth.

17. [REDACTED] stated that he heard [REDACTED] make disrespectful comments about [REDACTED] or [REDACTED]. She said on multiple occasions that they were inexperienced, and implied that some of the issues in the BAS were due to their incompetence.

18. [REDACTED] stated that [REDACTED] and [REDACTED] got into arguments in front of the Sailors on several occasions. They would argue in his office and yell loud enough for other people in the BAS to hear. One incident occurred when the Sailors of the BAS were conducting physical training. [REDACTED] instructed the them to hold each stretch for 20-30 seconds, but [REDACTED] "talked-back" to him and told him that those weren't the standards that they used. [REDACTED] responded by saying that he was a doctor and that they should listen to him. The argument went on for several minutes and ended when [REDACTED] told [REDACTED] that they would talk later in private.

19. [REDACTED] stated that, on 7 June 2018, he organized a ceremony for the 120th birthday of the hospital corps. The ceremony went well, and several people complimented [REDACTED], including [REDACTED], [REDACTED], [REDACTED], and [REDACTED]. [REDACTED] did not say anything about his performance. He stated that she had "not said more than three words" to him in the past several months. [REDACTED] told [REDACTED] that she wanted to write him a letter of appreciation, but [REDACTED] said that he did not deserve one.

20. [REDACTED] stated that there were times when he thought the command climate was starting to improve, but the same problems would always reemerge. In late May, [REDACTED] approached [REDACTED] in the mess and asked if something was wrong. [REDACTED] shared some of the problems he faced with [REDACTED]. Shortly after, the Battalion Commander and Sergeant Major arranged a meeting with the BAS staff in an attempt to improve their working relationship. After that meeting, [REDACTED] felt that [REDACTED] "left him alone." [REDACTED] could see that [REDACTED] and [REDACTED] were dealing with the same issues that he had while he was the LPO.

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

21. [REDACTED] stated that this summary only captured a small portion of his experience working with [REDACTED]. He stated that it was difficult to fully express the extent of his stress, and difficult to describe the volume of negative experiences that he had in the past several months.

22. This summary is true and correct to the best of my knowledge.

[REDACTED]

STATEMENT FROM [REDACTED] USN

I have been approached multiple times by numerous junior Sailors saying they feel uncomfortable and scared to work around [REDACTED] since she has checked in. The morale is nonexistent and they display little motivation to perform due to always being put down and belittled by [REDACTED]. It is my job as a leader and speak up on the mistreatment of staff.

Issues began to arise soon after [REDACTED] checked in on board. Her mood swings and unpredictability quickly became an issue. Once [REDACTED] checked in she quickly went to ITX, on her return she hadn't introduced herself to me for 7 days. Once we first spoke she started the conversation to the group why she was brought here because our previous Chief was relieved of his duties due to poor performance. She took every opportunity to slander his name and point out his mistakes when he was in charge. During this time I did not understand why she as a leader was talking like this.

In December, it was a Friday and the leave block started at 1600. We were held at work until 1900. At 1900 she formed us up and proceeded to tell us that we were not completing out "fucking" jobs and that the task were not getting done on time. At this point we became confused because we were not understanding why we were being held so long after working hours and never knew what "task" hadn't been complete. She proceeded to say going home early will never happen again and that all the Corpsman were lazy and unable to perform daily task.

After leave ended in early January, [REDACTED] began to punish the BAS by extending working hours to 1800 daily M-F to complete "task" that were impossible to complete in one day, she would be gone all day at "meetings" at the CP and when the LPO at the time would text her if we could secure she would say no she has word to pass. Once she finally showed up after being at the CP all day she would pass useless information that could have easily been passed the next day. As the weeks went on these extended working hours started to affect my home life, I live in San Diego county and it take me 2 hours to get home so some night I would not make it home until 20-2100 and have to be back at work at 0600. At this time I finally decided to bring this up to [REDACTED] that the extended working hours were affecting my wife and kids. She proceeded to tell me that she also was having issues but shit needed to get done at work before deployment and that the hours would not change because she didn't trust any of the Corpsman at the BAS and we were not performing to her impossible standards.

There also was many events at ITX that happened, I was not there but others who were said they wanted to report incidents that occurred. In January a group of E5 and above decided to bring some of these issues up to the 5th Regiment chain of command, along with the old LPO [REDACTED], who also thought the actions and the way we were treated was unethical and unbecoming of a Chief Petty Officer. After we talked to the Regiment a few days later [REDACTED] got all the BAS together to inform us that she had been approached about our "Bitching" and that she didn't care because her and [REDACTED] (Former Senior Enlisted Advisor for 1 MARDIV) talked and they were good friends, she then proceeded to taunt us and tell us to keep reporting her because nothing would happen to her. After this the work environment became hostile and uncomfortable, literally to the point where [REDACTED] asked to be moved to another battalion because he could not work with her, and he was moved to 3/5. Multiple people also

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began to ask to leave due to her treatment of juniors but they could not move everyone due to deployment needs.

In February we then lost 3 more junior Corpsman due to them pulling their reenlistments and choosing to get out of the command. As the Battalion Career Counselor I asked each of the individuals why they were choosing to pull their reenlistments, all three stated that they could not see themselves deploying with [REDACTED] or continue to work with someone like her.

In late February I had a family issue arise at the end of the work day approx. 1500 in the work day. My wife had been called into work and my babysitter was unable to come and watch my children. I approached Chief, all task and work was finished for the day, I asked her if it would be possible for me to leave 30 mins early to cover the time until I got home so my wife could go to work. She informed me that I could drive and pick my kids up and bring them back to work. She knew I lived 1 hour away and she then proceeded to tell me she didn't care and that my piss poor planning led to this. My wife had to call into work and she received a written counseling from her job.

Many times we were being held late, EMI style, with no direction no jobs to perform even after the Battalion had been released we still stayed for hours after. I had a few conversations with [REDACTED] regarding work and why we were on extended working hours instead of at home with our families right before deployment, she never answered why just stated "task" were not being complete and that she was hand selected to be in 2/4 and she was here not to make friends but to pick up the next rank of Senior Chief. She continued over and over tell me and other Corpsman that she was just here to pick up Senior Chief.

I have witnessed her disobey direct orders from the Battalion Surgeon and get into verbal altercation with him at morning meeting. Even as an E5 at the time it made me feel uncomfortable and I didn't know how to react. She would keep us at work late after all the jobs were complete because she was working on her Senior Chief package.

We continued to work 12 plus hour days until she finally left for ADVON to Okinawa, Japan. At this time there was a sigh of relief and the tension of coming to work was lifted. There were no issues while she was gone.

Upon getting to Darwin for the MRF-D deployment I was told by [REDACTED] that he was relieved of his position as LPO in front of the entire BAS and that he was embarrassed that [REDACTED] publicly fired him in front of juniors. He then began to distance himself from her and the BAS.

I assumed the position as Assistant Leading Petty Officer (ALPO) and [REDACTED] became the Leading Petty Officer (LPO) working directly under her in day to day operations. At this time she began meeting with myself and [REDACTED] behind closed doors. In these conversations she would tell us how stupid and dumb our officers were and that she could not trust them and she had to do everything herself. This occurred almost daily since we came to Darwin. She also stated that none of the Corpsman have earned her trust to perform and she would not trust any of them.

On 30 June [REDACTED] and I were accused of getting into an argument with the liberty bus driver. Chief texted me and said that [REDACTED] and I must meet to speak with her about a reported incident. At that time we meet her outside my barracks BLDG. 639. She walked passed us in obvious anger until 1 min

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later I asked her what was going on. She proceeded to scream at us telling us how her Fucking liberty was ruined because of our stupid ass decisions, at this time I was unsure what was happening so I asked her was this about the bus. She continued to scream at me and tell us that we were both being brought up on charges and she hopes that we get NJPed because we inconvenienced her. It got so bad that a Marine from motor T came from my bldg. to see if everything was ok and remove me from her aggressive and out of control screaming and yelling. She then refused to talk to us or explain what was going on the rest of the 96. After talking with [REDACTED] he ensured the incident was handled and it would not go up any higher. Chief took it upon herself to Slander my name across 1st MARDIV to other Chiefs. That same 96 one of our Sailors was hospitalized for a severe hand infection and she refused to see him or speak to him. This really bothered me because was really her that his Chief didn't come and see him or speak to him while he was hospitalized.

Since working with [REDACTED] I have seen her demoralize juniors, tell them they weren't deserving of their ranks during mid-terms (which is supposed to be a positive counseling) and publically humiliate other SNCOs in front of the entire BAS. I feel bad because these actions should have been corrected and my juniors shouldn't have to work in this type of toxic work environment. We were all scared to be around her because of her ups and downs with her moods and her random outburst to us and even the Officers. It literally has become unbearable to work here in the BAS, dealing with [REDACTED] lies and gossip on the daily do not help to the working environment and it makes us uncomfortable to come into work. I dread coming into work, and do not feel that [REDACTED] has our best interest in mind. I no longer feel that her presence in the BAS is effective, and almost every HM in the Battalion are in fear when she is around.

I feel her actions are in direct violation of Article 93 Cruelty and Maltreatment, and Article 134 Disloyal Statements.

The provided statement is true and correct to the best of my knowledge.

Signature: [REDACTED]

Date: 18 July 2018

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STATEMENT FROM [REDACTED]

USN

There was a time when I enjoyed 2/4. But unfortunately, I haven't enjoyed working here for a while. And it's not the Marine's fault. [REDACTED] is a difficult person to work under, and it has created a palpable tension in the work place.

As records petty officer for the BAS, I managed the medical records for the battalion. I will be the first to admit that I wasn't very good at this position. I believe I tried my best, but it wasn't a good fit for me. When I made a mistake that I was in the wrong for, Chief verbally counseled me. Which is fine, I had made a mistake and that is what should be done. But then it seemed as though I was punished on a daily basis during the next few months. Chief gave me a very large task with a deadline. Her expectations were unreasonable and her task unclear, and she yelled at me every day in front of everyone during morning formation while I worked on this task. It truly felt that she was punishing me every day for the mistake I had made. Every day I felt like I was under a microscope, like I was being criticized for everything I do. It wreaked havoc on my work life and my personal life.

The stress at work had gotten to a point where I would stay awake late at night with my husband, begging him to stay awake with me because I was too anxious to sleep. I didn't know what hell would await me at work. What I would get yelled at for the next day. I would cry before bed and on the drive to work. My husband and I are newlyweds and have been married for less than a year, but I would argue when I got home from work because I was so angry at everything. I just kept telling myself that I was not a good fit for an infantry battalion. That maybe mentally, I was just not tough enough. I kept working hard on the task Chief had given me for the medical records, but no matter what I did, it was not good enough. I drank a lot, I was extremely depressed. I was dreading MRF-D, because I knew I would have no escape from work.

When the deadline for the task came, we had completed what I believed Chief wanted done. She said it wasn't completed to her standards. On February 16th, she screamed at me at morning formation in front of everyone at work, saying that I would be held accountable. I was written up because of it. I had worked so hard on this task for a month and a half straight. We had created skeleton medical records for the entire battalion, had verified every single record and done records audit and accountability. I had put medical records in pelican cases and dragged them around Camp San Mateo to have people sign and fill out extra paperwork in their medical record to fix any discrepancies. I had brought records to morning formation. I had stayed after hours working on the task. I had truly tried my best. But it still wasn't enough. At this point, I was a wreck.

So, on the evening of February 16th 2018, I decided to go out drinking with one of my closest friends. It was a Friday night. My husband was out with me earlier in the evening but he decided to stay home. I kissed him goodbye and went out with my friend. Later in the evening when we stopped at a restaurant before heading home, a drunk stranger punched me in the face and fled the scene.

Honestly, I had considered not reporting it. But, I had a black eye and a swollen face, and I couldn't show up to work looking like that without an explanation. So, I called the police when I got home and filed a report.

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The next day, I went to the emergency room because I had a large laceration above my left eye that needed to be closed. I alerted my chain of command.

Over the phone the next morning, Chief was supportive. But on Monday when I came into work, Chief did not handle the situation well. Chief said that my story didn't make sense to her. The night that I got punched, the man who hit me was a man about my age who was drunk and upset. I had tried to talk to him to be nice to him. After we were done talking, he randomly punched me before running away. She said that it made no sense to her that I would talk to someone upset because "she's been upset at work and I've never checked on her before". She said I "may have said something offensive" and that's why he hit me (I was being extremely polite to the man). She was convinced I knew him, and that there had to have been some kind of personal reason as to why he assaulted me. She said, "I'll give you once chance to tell the truth. Did you know the individual that hit you?" I had truly never seen this man before in my life. Chief thought it was strange that I was out with my friend who is a male, and not my husband. I told her that my friend is gay. She said that that wouldn't matter. Chief said I had bad situational awareness. Chief had a very difficult time believing my story when I hadn't done anything wrong. I know how strange and surreal the story was; I lived it. I'll never know why the man hit me. But I felt victim-blamed by Chief.

The next week was awful. I came to work with a black eye, and I didn't feel supported. I was treated better by the detective working on my case. When I got to Darwin, Chief pulled me in her office and asked what was going on with my case. I filled her in and said that it would continue when I got back from deployment, but that I had successfully ID'd my assaulter and he was arrested. She said "What have you learned from all this?" As if I had done something wrong. When I hadn't. I had been assaulted by a stranger, and I was being treated like I was the one who had broken a law.

Back in Camp Pendleton, it was very difficult to come into work every day. It was hard when Chief has expressed she has no faith in all of us as a BAS. When you keep being called a bad worker almost every work day, it pretty much kills your motivation. On 28February2018, we stayed at work until around 1800, and she screamed at us for almost 30 minutes straight. The screams echoed. We all stood in the hallway and stared at the floor as she screamed at us. About how we all thought we were hot shit, but we weren't, and that we were bad leaders and bad at our jobs. She said she was afraid to deploy with us because we "wouldn't make it in combat". She told us she didn't care if we came into work the next day or not. The screams were so loud that people in the RAS heard, and came over to see what was going on. This was one of a few times that she had screamed at us like that, but it was the worst time. When we asked her what prompted her anger, she said it was built up, but we hadn't done anything wrong on that specific day. So no matter how hard we tried, we were never good enough.

Since being on deployment, Chief has told me I've gained weight, when I haven't. I know that I am larger than your average military woman, and I work on it every day. But the way Chief handled was very hard for me. I have had leaders approach me and try and help me in ways that are beneficial when it comes to my weight, because it is an on-going struggle for me. With Chief, I just beat myself up over it. When I tried to stand up for myself and say that I have not gained weight, she shoots me down and insists that I have. It's MY body, I know when I have or have not gained weight. I can take constructive criticism, but what she does is belittlement. She said she "watches me eat and I eat junk" (We don't even share a chow hall and because of her, I never have food with me in the BAS. I never snack.) She called me an emotional eater when I workout twice a day

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most days, and am working hard to fix my weight. I have never even eaten a meal with her, so how can she say I am an emotional eater? I am extremely sensitive about my size, and the way she handles it makes me uncomfortable. I'm just afraid to be around her with food solely because I believe I will be judged.

It's impossible to defend yourself against her, which also makes work difficult. There was once when I was trying to relay a message to her that someone had asked me to tell her. She asked who the message was from, and I said "a sergeant over at COMM his name is-" and she put her hand up and walked away saying "I know too many sergeants, I'm not listening anymore". So I just stood there in the hallway looking and feeling like an idiot.

At this point, everyone is just walking on eggshells. Deployment was going well, but then things started reverting back to the way that they were. Chief has expressed before that if she does not believe that you do not deserve your rank, she will "snatch it off your collar". This is something she says often. So all of us are afraid to step a toe out of line. She threatens us with bad evaluations as a punishment, which is detrimental to some members' careers. She says she will deny leave if males do not have a fresh haircut, even if their hair is within regulations. Back in the rear, I did go to therapy once a week. I'm not ashamed; I've gone to therapy for years. For the months leading up to deployment, my therapy sessions were mostly dedicated to dealing with the stress at work. My psychologist said she believes I've developed a stress disorder from a toxic work environment.

Back in the rear, we were all on edge at work. We would all work quietly and hard throughout the day, just to keep Chief from being angry. We all were under the impression that she just wanted to pick up the next rank, not that she cared about our wellbeing or our careers. I watched motivated, hard-working sailors make decisions to get out. People slept less, drank more, and spent less time with their families. Morale got to an all-time low. Chief is difficult to talk to and unapproachable. Honestly, I have a countdown until the day I PCS. 5 months and 5 days. I just tell myself I have to get through this tough time. All of us have just been banning together and trying to stay strong, and take whatever Chief throws at us.

I do not believe that Chief is a horrible human being, but it has been a very difficult 8 months since she has arrived to 2/4. I know we have flaws as a group, but I do not believe we deserve the treatment we get. It's extremely hard to go into work knowing that nothing you do is good enough. I am aware that this is the military, and that the workplace is not meant to be a fun place. But I also do not believe it should feel as bad as it does. We all basically going to work expecting the worst. I am not sure what exactly we did to make her so angry, but we are all just biding our time, trying to keep our heads down, and make it unscathed.

The provided statement is true and correct to the best of my knowledge.

Sign: 

Date: 10 Sep 18

ENCLOSURE (6)

STATEMENT FROM [REDACTED] USN

Two weeks prior to MRF-D deployment 2017 I was finishing my pre deployment leave, I received a call from several peers stating that after my leave ends I was to report to Combat Trauma Management course; a 2 week course with a 3 day field operation at the conclusion. I originally thought it was a joke seeing how close it was to deployment and my peers were just messing around with me so I asked them to have [REDACTED] call me to confirm. An hour later I received a call from [REDACTED] and she stated that I was to report to CTM the Monday after leave, I tried to let her know if I went to this course I would miss the flight for ADVON because the field op at the end of the course ended a day after the flight left, she interrupted me, told me she didn't care and that it was final and there was nothing that could be done and hung up on me. I contacted people who I knew that ran the CTM course for guidance, explained my situation and asked if there was anything they could do, and they eventually told me I did not have to report to CTM. So, an E5 on pre deployment leave spending time with my wife and my family had to take several hours out of my day to fix something at an E7 level.

During the Integrated Training Exercise 2017 [REDACTED] displayed several actions unbecoming of a CPO. First, [REDACTED] insisted that [REDACTED] who was also in her berthing space to do her laundry along with his even after [REDACTED] had stated directly to her that it made him feel uncomfortable. Second, [REDACTED] never came into the E5 and under berthing to see how her Sailors were, through a 45 day field operation she has very little interaction with Sailors outside of the sick call hours in the BAS. Third, every movement the BAS made during ITX [REDACTED] had junior personnel carry her gear, put her gear into the 7 tons, and move her gear on arrival.

During ADVON in Okinawa Japan somewhere around 24 March, 2018, I violated the liberty policy and physically assaulted an officer, when [REDACTED] was informed of this the next day she came to me to figure out what happened, I directly told her that I didn't remember after a certain point in the night and told her I was sure I had been drugged and was scared and anxious. For 5 days after the incident not one person spoke to me outside of work related issues, the entire Battalion including my direct senior enlisted leadership gave me the cold shoulder. I was in a very bad place at that time, already on depression medicine and thinking about suicide more often than I would like to admit. Five days later the investigation had already begun and they finally asked if I would volunteer for a drug test I stated yes, I would like to find out if I was drugged. They took me to a Medical officer and he stated he can order the tests but since it had been so long it wouldn't show any normal drugs that would cover the symptoms I had stated I had the night and morning of the incident. Later I was NJP'd for the incident with a maxed out sentence with the exception of a suspended bust for 60 days.

During ADVON in Okinawa Japan, during a game of basketball on Camp Schwab I was physically assaulted by a medical officer from the clinic on Camp Schwab. I returned no retaliation, I was struck with a closed fist to my chest, grabbed and pushed to the ground, and my shirt was ripped from the altercation. Because of my previous incident I decided it was the right thing to do to report the incident to [REDACTED]. After I had explained to her the incident, she tried to urge me into just letting it go, and I can only assume because she knew the officer who had struck me, I told her I didn't want to and wanted it to be reported to the XO of the Battalion as I was instructed of all liberty incidents. [REDACTED] left to report the incident and find out what had happened from the officer and when she

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returned she yelled and screamed at me, although she stated the officer had verified my entire story and everything that I said was true she said I was in fault and that I needed to be in uniform at all times, and that I was on thin ice. The entire conversation was [REDACTED] screaming at me for an altercation that I did not start nor did I participate in.

During MRF-D deployment 2018 myself and [REDACTED] were involved in an "altercation" with a bus driver contracted out to drop off and pick up Navy and Marine personnel from the Robertson Barracks base in Darwin Australia. The bus arrived at 2350 and we tried to board when the bus driver told us we could not board with our previously purchased fast food he stated we were not allowed to eat or drink on the bus. We stated we would not eat the food we would just place it on the floor and eat it when we arrived back to the barracks, he refused again to let us board. We asked him to pull out the rules contracted out from the Battalion and the rules stated we "cannot consume food" on the bus, so we again tried to ask to board because we would not be consuming the food. He again refused, so [REDACTED] asked for his full name and bus number so we could file a formal complaint and get this fixed. He gave it to us and he drove off and we paid a 50 dollar taxi ride back to base to still arrive within liberty requirements. The next night [REDACTED] told [REDACTED] and myself to meet with her, so we walked towards her barracks room and met her on her way to find us, she walked and then stopped after 2 minutes after we inquired about what was wrong, she then proceeded to scream at both of us stating we were both going to get in serious trouble, and we both messed up royally and she couldn't wait to see us NJP'd. We tried to keep the peace and calmly explain our situation and our side of the story and she would not hear it, she kept telling us to shut the **** up and she didn't care. After this, she left to go to the CP to talk to 1st Sgt after that I was not involved with anything until the next day. The next morning [REDACTED] came to me and told me he had tried to contact both [REDACTED] and [REDACTED] but both would not reply so we sat in [REDACTED]'s porch until we received a message stating what our punishment was, which would be perceived as EMI, which we both thought was not deserving of what had actually happened. So we continued to try to contact both of them and they each stated to talk to the other person, finally [REDACTED] contacted us and told us to meet at his office. We headed there and spoke to 1st Sgt and he told us that he didn't care what happened because he had written statements from two marines who were drunk on the bus. We tried to explain exactly what happened and he also continued to tell us that it didn't matter and he didn't care at all and we were still in trouble. Ultimately 1st Sgt said it would stay at his level unless we wanted to take it further and get charged with article 134, so both me and [REDACTED] decided just to handle it at the lowest level possible. We received restriction for the rest of the 4th of July 96 hour liberty. Although 1st Sgt said it would stay at his level and would go no further, [REDACTED] notified several people within regiment including the CPO of regiment. So because she was mad at her having to come back to base from her overnight liberty without care of her Sailors well being, more so interested in her own she slandered our names all over regiment which because of my previous incident did not look good for my career.

During MRF-D deployment 2018 I had hurt my hand lifting weights and tried to allow it to heal on it's own, a week later the injury had gotten worse so I was sent to the hospital on a Sunday night, which was the day of being notified of restriction noted in the paragraph before this. I notified [REDACTED] of me going and received no response, after being worked up in the E.R. I was told I was going to be admitted to receive I.V. antibiotics over the course of four days, and possibly would need surgery to fix the infection in my hand. I notified [REDACTED] again of this and I received no response. Over the course of the four days I was admitted my entire

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enlisted and officer chain of command visited me in the hospital several times, including an officer in charge of medical planning for the MRF-D who I had very little interaction with prior to this. [REDACTED] did not text, call, or visit me over four days in the hospital even though she knew we were on deployment and I had no one to be with me while admitted. Still today [REDACTED] has not spoken a word to me, personally or professionally and at the time of writing this it has been over 5 days.

While in garrison during our deployment work up we received advancement results for the March 2017 exam, she had every single Corpsman meet at the BAS at 1500 and proceeded to bring each one in her office with our LPO to tell them personally if they made it or didn't, we were instructed not to leave the BAS after we had been counseled. Each counseling took 5-10 minutes for over 60 Corpsman, she then told the people who advanced that they couldn't tell their friends and peers that they made it until the next day. We did not leave work until after 1830.

The day Christmas leave started we stayed at work until 1900 because [REDACTED] would not let us be released until she was ready to leave. Before being released she formed us up and proceeded to belittle us and tell us poor we all were at our jobs and the reason we stayed so long is because we weren't ever leaving work early again, and that no "taskers" were completed. This type of thing proceeded for over 2 months, staying at work because taskers were not complete, finally we approached her with questions about these taskers, and she would keep everything super broad and not give an exact tasker that needed to be completed to be released from work well after working hours and the other shops in the battalion were already released hours prior. Later she would tell us taskers that either were not possible to complete in a days time, or taskers that meant nothing if they were not fully completed within the working day, but yet [REDACTED] would still make us stay at work most time past 1800.

[REDACTED] decided during pre deployment work up that she wanted to hold quarters twice daily, once before morning formation which was held at 0630, so we had to arrive at 0600, and once after work which meant we would form up around 1730/1800 and would listen to word, essentially [REDACTED] telling us what we had done wrong with no ideas to fix it, just belittling everyone together for sometimes over 30 minutes. Our working hours were basically 13 hour 13 hour days 5 days a week for no real reason other than [REDACTED] wanted us there as long as she was. This lowered the morale enough for people to be afraid to go to work, plenty of sailors went to the E5's asking about marriage advice because the long hours, stress and anxiety all came home with them when they were released from work, including myself. Multiple Sailors who were going to re-enlist decided to pull their packages because they did not want to work with [REDACTED].

[REDACTED] is unapproachable, there has been countless times junior Sailors have come to the E5's complaining about times [REDACTED] had made them feel terrible, most of the times unjust. Just my reactions with [REDACTED] normally end with frustration. As the PMT of the Battalion with a previous successful deployment I would try to share to her ways that we were so successful and she would just tell me no, and that she didn't care about me previous deployment and how we did it, and it was not going to happen.

[REDACTED] was our previous LPO after [REDACTED] spoke to regiment prior to deployment to get relieved because he couldn't work with [REDACTED] any more. Upon arrival to MRF-D deployment, only 2 weeks into deployment, [REDACTED] relieved [REDACTED] of his position in front of the entire BAS at morning formation. She has a long history of disrespecting [REDACTED] in public including yelling at him in front of junior Sailors, telling him he didn't do something right in front of junior sailors and basically every

ENCLOSURE (7)

sync meeting during the duration of deployment said a rude remark in regards to [REDACTED].

[REDACTED] will pull in myself and the E6's separately at times to gossip. Mainly she would just talk about people who need to be fired or don't do their jobs correctly mainly issues with the officer chain of command including [REDACTED] and [REDACTED]. She would say things like "they don't know anything about their jobs", "they are just so ****ing stupid", things along those lines.

[REDACTED] also has a weird relationship with our E2 Religious Program Specialist, they talk all the time and he gets special privileges, including not having to go to Mandatory study for the FMF program, he was allowed to just have two sections signed off a week rather than be forced to come to mandatory study. During ITX [REDACTED] and RP spent most of their time together, mostly at the chapel, people noticed there and it has only gotten worse. I have noticed several times in the CP during deployment both of them in the same room just talking together with no one else present. Multiple times myself and my peers went to the regiment level to speak of everything above and absolutely nothing has happened from it.

[REDACTED]

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 10 JAN 18

ENCLOSURE (7)

STATEMENT FROM [REDACTED]

USN

I have been the Senior Line Corpsman for Weapons for the last year. Being charged with the well-being and success of 9 Sailors as well as the medical readiness of 250 plus Marines, I understand the importance of my position the position of my superiors and subordinates in relationship to the success of the Battalion. Every Marine and Sailor is valuable and has something of significance to contribute. That being stated, no one should ever be made to feel trivial or unimportant.

As a Sailor who has been in the Navy for 8 years, I know what a Chief should look like and sound like. I've come to know what to expect. A Chief should be professional at all times, tough and dedicated to the success of the Sailors that are in his/her care. Every Chief that I've ever served with has been approachable and an invaluable source for advice concerning life issues, Navy and military instructions, advancement, fair evaluations and leadership.

[REDACTED] is my Chief and I struggle to understand her leadership rationale. She can be brash and unapproachable to the point where my Sailors and I avoid going to the BAS or we simply wait to go after she leaves to take care of business.

Midterms are to be completed with the Sailors between yearly evaluations, namely E-4's are completed in December. According to the midterm counseling instructions found in BUPERINST 1610.10D chapter 18, the midterm counselor needs to "maintain rapport with the member..." and "convey acceptance of the member as a person and what he or she has to say." [REDACTED] wanted to be personally involved with the midterm counseling of all the Sailors including mine.

On one mid-term, the Sailor being counseled, [REDACTED], had a wife who was an HM3 and he was an HN. She looked him in the eyes and asked. 'Your wife is an HM3 and maybe picking up HM2 soon. How does that make you feel?' I am upset that I didn't say anything in my Sailor's defense. On another counseling, she told [REDACTED] that he was reaching HYT and gave him zero options as to what he could do as far as the rest of his career, educational opportunity, civilian employment and possibly staying in the Navy.

I've never seen a Chief not give any advice. I did however, discuss with the Sailor everything I knew and could find out about the said issues. Overall, all the mid-term counseling were one sided and the criticism by [REDACTED] was mean spirited and deconstructive. To her credit, she did warn us that she'd be brutally honest. The experience, however, was uncomfortable at best. At worse she showed that she cared nothing for us, destroyed any rapport, and showed contempt.

It became a common occurrence that she would single out [REDACTED] whose hair was always within Navy regulations, yet always contended that it was out of regulations and berated him on a regular basis.

I would be stressed when [REDACTED], now an HM1, would text me and explain how Chief hurt her feelings and was crying. I know [REDACTED] as a person who never cries and has very tough skin. This is truly hard to confess on her behalf.

I also remember [REDACTED] came to work with a black eye one day. She later explained how Chief made her to feel and/or believe that the incident was her fault.

ENCLOSURE (8)

On another occasion, Chief had all the Sailors outside the BAS explaining that she was angry about the records not being completed to her standards and timelines. She was absolutely right to correct us. She proceeded to ask us about why and I raised my hand. I started to tell her about being in the field and that her expectation as to what she considered completed was not clear. She interrupted and harshly reprimanded me with profane explanation in front of my peers and subordinates. This rant went on for about 30 minutes.

Since she has been with 2/4, we have not had a single hail and farewell celebrations. Members were also denied the opportunity to attend the Enlisted Advancement Program (EAP) class which is Navy wide and has a high success rate.

Now we find ourselves on deployment. My Corpsman and I avoid the BAS. The tension inside the BAS is palpable. I come after hours to use the computer simply to avoid [REDACTED]. Please understand that she has helped me on a few occasions and certainly has potential to redeem herself, but at this point it seems it would be too little too late. I assume to keep her at arms distance.

The provided statement is true and correct to the best of my knowledge.

Signature: [REDACTED]

Date: 10 JUL 2018

ENCLOSURE (8)

STATEMENT FROM [REDACTED] USN

The following statements are events I've experienced personally or witnessed since [REDACTED] has checked into 2/4.

During ITX (OCT-NOV 2017) myself and [REDACTED] were doing laundry and we offered to bring Chief's laundry down for her. After her laundry was done once as a courtesy she began to expect that it be done on a regular basis for her. When I expressed to [REDACTED] that I no longer wanted to do her laundry for her she complained and her attitude drastically changed towards me for the remainder of the field op.

Feb 28, 2017 - After the battalion was released for the day [REDACTED] held the entire BAS staff in the hallway for 3 hours after our normal work day, all tasks for the day had been completed but she was visibly angry about "an unresolved issue" and refused to release us for the day. When several of us asked her what issue needed to be resolved so we would be able to leave she refused to tell us and stated that we "can stand in the hallway until we figure it out." She came back out into the hallway a few minutes later and began screaming and swearing stating that she "Didn't trust us" and we could "stand out here all night" [REDACTED] frequently held us for hours after the battalion's workday through February and March before deployment to complete "tasks" yet she never specifically said what the tasks were. If I had to estimate a number of hours I'd say over those 2 months the entire BAS staff stood in the hallway for over 40 hours waiting for [REDACTED] to release us. 40 hours we could have spent with our families before deployment were spent standing in the hallway being treated like a child in time-out. Every single day that we were held late in the hallway all tasks for the day that had been passed down to us had been completed.

During mid April 2018, a few weeks into MRF-D [REDACTED] called [REDACTED] in front of the entire BAS during a morning formation and proceeded to verbally abuse him, she swore at him and called him incompetent and proceeded to fire him in front of all the junior Sailors. [REDACTED] routinely degraded and embarrassed senior Sailors in front of junior Sailors, [REDACTED] probably had it the worst. [REDACTED] would routinely call [REDACTED] "stupid" or "The worst HM1 I've ever seen." [REDACTED] would routinely undermine [REDACTED] and [REDACTED] as well, on multiple occasions she stated they were "stupid and didn't know what they were doing" to myself, [REDACTED] and other corpsman in the chain of command.

To be blunt, since [REDACTED] checked into 2/4 morale has significantly declined. [REDACTED] creates a very toxic work environment and the majority of the corpsman have openly stated that they have extremely high anxiety working with [REDACTED]. Since she has checked in she has had frequent mood swings almost on a daily basis, one second she is calm and the next she is screaming and swearing at just about every corpsman in the BAS. Her frequent, unpredictable mood swings would constantly turn into meltdowns where she would insult, swear at, and threaten the entire BAS staff stating people would be getting "fired from key positions" on a weekly basis. [REDACTED] requested to leave the battalion because he couldn't work for [REDACTED], he left shortly before deployment.

During December 2017 - Jan 2018 [REDACTED] conducted junior Sailor midterms. Midterms are generally supposed to be used for time to sit down with the Sailor and help them with their career or personal goals. Nearly every junior Sailor I spoke to after their boards said that "Chief basically told me I was a piece of shit." [REDACTED] stated that [REDACTED] told him that he didn't deserve to be a Petty Officer. [REDACTED]

ENCLOSURE (9)

also kicked [REDACTED] for questioning why he was being yelled at during his midterm.

Some of us went to other battalions and regiment to report what was going on and we all felt that we weren't heard. Multiple Chiefs and HMIs from outside of the battalion just told us to "deal with it" and "ride it out." [REDACTED] eventually heard that there were complaints about her and stated multiple times that she was friends with [REDACTED] and [REDACTED] so we could keep reporting her and "nothing will happen."

In late June 2018 [REDACTED] stated that she went into some of the junior corpsman's rooms without their knowledge or consent. This was not on a field day, nor was it a health and comfort inspection. [REDACTED] went into other corpsman's rooms without their permission during the work day.

I have very little faith that [REDACTED] cares about any of her subordinates based on the actions stated above, she has also on multiple occasions said she is only with 2/4 to pick up Senior Chief.

For a very long time corpsman in the battalion were afraid to report any further misconduct by [REDACTED] out of fear that there would be repercussions on their careers. Corpsman were also discouraged that nothing would come of further reports because nothing was done in California when regiment and other battalions were already aware that these things were going on.

The provided statement is true and correct to the best of my knowledge.

Sign [REDACTED]

Date: 10-Jul-2018

ENCLOSURE (9)

STATEMENT FROM [REDACTED] USN

Below is a statement of numerous events that I believe are the result of actions and offenses that have been made by [REDACTED]. I have done the best I can to ensure that I have not let my emotions or personal feelings affect the statements I have provided.

[REDACTED] arrived at our command in the fall of 2017. I had never heard of her before and had no prior impressions of who she was. As a common courtesy, all new check-ins (regardless of rank) are required to check in wearing either dress blues or dress whites. Chief wore neither. She checked in wearing civilian attire. It did not phase me at first but it is a direct reflection of who she is as a leader. She cares only about herself. A perfect example of proof of this mentality is what she said during her introduction. I quote: "I am here for one reason, to put a star on my anchor." Even if this is true, I do not think it is appropriate to say such a comment in front of her personnel. I understand that we put ourselves before others in some cases, but a chief is supposed to someone who takes care of the junior sailors and she has not stood up for me in any of my personal experiences.

Chief attended ITX shortly after checking in. During this field exercise, I did not spend much time with her. She was in a different berthing than most of the junior personnel and I don't think that's wrong. However, I cannot recall a single time that she came to our berthing to see how we were doing or to ask if we needed anything. What kind of leader doesn't check on the people they are leading?

After ITX we had our holiday leave block. The leave block started at 1600 on Thursday, December 14th, and that's when most of the personnel started their leave. Chief held us at the BAS until approximately 1900, well past the start of leave, on that day and did not let anyone leave regardless of when their leave started. She said, "go ahead and leave, see what happens". I was unaware that you could hold a member for no apparent reason if their leave was approved. Some people almost missed flights that they had booked because of how long she made us stay into our leave.

A personal experience that I had with chief was my CIF gear. I was in the recommended evacuation zone for the Lilac fire during December of 2017 so I moved my gear and personal belongings into my car in case I had to leave in a hurry. The fire lasted multiple days so the gear was at my residence, in my locked vehicle. I drove my second vehicle to work the next day so that my wife could take the car with my items in it if she had to evacuate our home. I received a message that day from my wife stating that my vehicle had been broken into and that my CIF gear was stolen. I immediately notified my chain of command of the incident and submitted a police report. Chief was furious. MCCRE was coming up in the next couple of weeks and she told me that I was going to the exercise. I did everything I was told to do in order to receive a new set of gear. I was told by chief that I could not submit a missing gear statement until I received a copy of my police report back from the Oceanside PD. I continued to follow up with the Oceanside PD on a daily basis, requesting my report so that I could submit my statement. We were only days away from the MCCRE and I still had not gotten my copy when my chief called me into her office along with [REDACTED] (my LPO at the time). She told me that I needed to pay for the gear out of pocket or find someone who would let me use their CIF gear so that I could go on the field op. I even asked her to clarify what she was telling me to do, I said: "chief, I want to make sure I understand what you are telling me to do; you want me to pay out of pocket for issued CIF gear?" She said: "I'm telling you that you are going to MCCRE and you need to figure it out."

ENCLOSURE (10)

This is an unlawful order so I refused, I said that it was against the rules for her to make me pay out of pocket for issued gear and for anyone else to lend me their gear and it was unlawful for her to require that. I was supporting a wife and pet with only my income so I could not afford the \$3k I would have to pay for gear, plus whatever the USMC was going to charge me. I informed [REDACTED] (HM2 at the time) and [REDACTED] of what was said and they ensured me that I made the correct decision.

I finally received the police report the next day and I submitted a DD200 (missing gear statement) for the missing gear to my Supply Officer on the same day I got the police report. The paperwork was not signed by the SUPPO in time for the field op so I didn't attend MCCRE. I filed everything correctly and had the Battalion Commander's signature on the forms and received my new set of gear from the Camp Horno CIF during the MCCRE. Once chief returned from the field op, she called me back into her office once again. I asked that my Department Head ([REDACTED]) be present so that he could be witness to any other absurd commands that chief might give me. Chief asked me what I had learned from the incident, and I responded with "I learned not to keep my CIF gear in my locked vehicle, at my home, during a possible fire evacuation." She then told me that I should have a credit card for situations like this so that I could pay for the items out of my own pocket.

In the months leading up to deployment, chief was making more and more rash decisions. She had us come in at 0600 for "Quarters" so she could pass important information. She rarely had anything to pass unless she was yelling at us for not completing un-obtainable tasks. I did not understand why she had us there at 0600 when we have battalion formations Monday, Wednesday, and Friday at 0630; and we are required to be back at the BAS at 0800 every other day. Why couldn't she pass word at the already established muster times? She was making us stay until 1800 almost every working day to finish "taskers" that we had, only we didn't know what she wanted us to do. Her instructions were unclear. The only thing that was clear was that I was away from my family from 0600 to 1800 every day for the weeks leading up to her leaving for ADVON. [REDACTED] and [REDACTED] put a "tasker" list on a white board in the BAS so that we could all see what needed to be completed. We started finishing tasks well before their due dates and chief would just keep adding them until we were stuck there until 1800 and sometimes even 1900. The personnel in the barracks were missing evening chow because we were "working". This caused unneeded stress on my marriage because I was never home. She would give unrealistic timelines to tasks as well, such as verifying ALL of the Battalion medical records in only days. We all worked diligently to finish this and once we did, she said that we did not do it correctly. She made it clear that we had to VERIFY the records, so that is what we did. Once we were done, she would just yell at us and especially the record PO [REDACTED] and tell us we were incompetent. She then made us fix all of the discrepancies found in the medical records in a short time. This was unrealistic as well and when we did not meet her deadline, she gave a written counseling to [REDACTED]. For what? For not making your un-obtainable deadline on a task that isn't required by instruction? There is no instruction that says that all records need to be 100%, they just need to be annotated with what discrepancies they have; and we did that. Nothing was ever good enough. I truly believe that she only added on ridiculous tasks to keep us at work.

Once we were on deployment, the hostility that was in the BAS did not go away. She constantly undermined [REDACTED] in front of junior sailors at our weekly Sync meetings. She ended up firing him from LPO at a company formation. Once [REDACTED] and [REDACTED] took over as LPO and ALPO, things started getting better, or so we thought. The new ALPO/LPO duo was a

ENCLOSURE (10)

great buffer between Chief and the junior sailors. She stayed out of our business for the most part. She did do other things here that she wasn't doing back in San Mateo. She criticized our PT and said that our ACFL's were not doing proper stretches and cooldowns, she would call everyone back to the bas after working hours to pass word that easily could have waited until the next workday. And she would call individuals back for something that could have been communicated via text/call. She also stated at multiple formations that she went through our rooms during the day at random. I was not aware that she had the right to go through our rooms and personal belongings without us being there.

All in all, she creates a hostile work environment and nobody here at the BAS trusts her or respects her.

The provided statement is true and correct to the best of my knowledge.

Sign: 

Date: 10 Jun 2018

ENCLOSURE (10)

STATEMENT FROM [REDACTED]

USN

I served under [REDACTED] for approximately 7 months from September 2017 to March 2018. During my time as her subordinate and as a part of her BAS staff, I felt extremely uncomfortable and witnessed moral of the team fall completely to an unhealthy level. HMC would openly demean and put down her senior staff in front of junior sailors completely undermining their authority which caused an unstable balance in the chain of command. She would consistently assign tasks to the BAS that she failed to communicate to the appropriate people resulting in confusion and frustration when the entire staff would be punished for an unknown reason. Countless times the staff would raise concerns in not understanding the meaning for constant late night release times or verbal aggression by [REDACTED] but again and again was met with a deliberate withholding of information or explanation and so the issues we were being punished for would never get resolved. Several times our chief would not participate in events with us as we were trying to create team building exercises but would have no issues spending time with our RP which held the rank of E-2. This friendly relationship was very apparent and along with the very large rank separation made the entire BAS staff feel uncomfortable as the mood of "favoritism" was very clear. The staff was constantly reminded of her and the Command Master Chiefs very close professional relationship and therefore was a common scare tactic when she felt we weren't acting within her guidelines. It became a regular emotion to feel inferior and incompetent past an acceptable tolerance while under her leadership through both her verbal actions and physical presence. Several sailors were greatly affected by the copious amount of scrutiny and stress she placed on them resulting in major concern for their mental health and wellbeing and caused the performance of our team to drastically decline and negatively affected our ability to complete the mission. The environment that was created by [REDACTED] was that of negativity and anxiety and snuffed out any type of motivation to complete tasks or perform to the best of our ability. I am relieved that I was able to detach from underneath her command, but I do however, fear for my fellow shipmates as they continue to be a part of that toxic environment.

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 11 Jul 2018

ENCLOSURE (11)

STATEMENT FROM [REDACTED] USN

If you were to ask me in one word describe the atmosphere of the 2/4 BAS, I'd say hostile. It's been that way since day one, Chief stepped on the deck. In one of her first speeches, she addressed the BAS as a whole and let us know she's here to pick up Sr. Chief. To me, that's saying one thing, she's only here to get to the top and doesn't care who gets in her way.

In the beginning we had [REDACTED], a humbled combat vet that cared about the people who worked the BAS. He would stay late to finish the work he didn't finish during the day. He alone ran the BAS for 4 months by himself until [REDACTED] checked on board. When CPO left and [REDACTED] checked in we all noticed that his attitude was changing. Our beloved leader would never let the negative energy filter down to us. He would take the hits from [REDACTED] and just keep on moving. He could only take so much though and switched to units to 3/5. His anxiety level was just too high.

On the daily we would get scolded, yelled at and let know that we were never working anywhere close to her expectations, even though we would be 1 month ahead of schedule. Every day, back in the rear sailors walked on egg shells. Nobody would want to say anything because of her temperament. We honestly never knew what to expect, like night and day. Her excuse to the BAS would be "I was put here by [REDACTED]" she'd pull out her high card to make us feel inferior. [REDACTED] got it the worst, she would literally get called stupid in formation when talking about the battalion medical records. It was hard to watch, being belittled in front of your peers is not what she signed up for. I watched her keep the BAS till 1900 for literally no reason, the work was completed. Some of the sailors are married and have a family, you'd think that if they are fixing to deploy leadership would want them to be able to be with their families. I approached the regimental Chief already, I also wanted a transfer cause I knew this would happen. I was left with 2/4 but [REDACTED] would check up on us weekly in San Clemente to make sure our BAS was good to go. I guess they thought the hostile work environment would simmer after we got settled in. Unfortunately, that wasn't the case, nowadays our skin is so thick, we had no choice but to get used to it. When the BAS gets together we all get along quite well. All we have is each other.

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 10 JULY 18

ENCLOSURE (12)

STATEMENT FROM [REDACTED] USN

When [REDACTED] arrived I was in Weapons Company and did not have much interaction with her until I picked up E6 in December and moved to H&S Company. Immediately upon working at the BAS with her I noticed the deteriorating of my own morale. It started with just her being unapproachable and disrespectful to all the Sailors. No one is comfortable around her or can come to her with any personal issues with the fear of them being wrong and her arrogance of she's always right with no ounce of even trying to understand where you're coming from.

I started as ALPO with the LPO above me [REDACTED] she treated him awfully and made him feel stupid and always threw in his face that she had a master's degree and all he did was has a high school diploma. She would demean him in front of juniors all the time. I always steered clear of her like most of the juniors out of fear.

She would keep us at work when we had no work to do and were done with all our "taskers" because she would have something to pass after her "meetings" Sometimes we'd be at work till as late as 1900-2100 at night. One night (28 Feb 2018) she was really upset about something and wouldn't tell us what. She wanted us to figure out what the problem was. She asked a broad question along the lines of what the problem is that we can't do things right. She said she didn't trust any of us and if we went to combat us we would probably all die. She said she didn't care if we even showed up to work the next day. This was the angriest I've ever seen anyone in my life. She had veins popping out of her head and was screaming and pacing the hallway in the BAS while we just stood there and had no idea why. She wouldn't let us leave that night until we could answer her very broad question. This lasted what seemed like an hour or 2, I remember driving home that night crying and not knowing what we did and seeing my juniors look at me in fear. We felt and were helpless. Some of us told the leadership at the RAS (regimental aid station) and some of us confided in Chiefs all over division, complaints were made and no one was heard. She got wind from the [REDACTED] (who she has worked with before) and she said that she was friends with him and "no one could touch her". Many of the Sailors started going to mental health. Recently, she said she use to work with the new CMDMC that replaced [REDACTED] so now we feel helpless again.

Since that day I've dreaded coming into work, seeing her, dealing with her, and having any interactions with her because of the way she snapped that night. All of us are always on our toes or worried daily. Most of the Corpsman are anxious and hide from her throughout the day in exam rooms or in the other offices.

Since her arrival the BAS morale has went down significantly. She wouldn't let us have our hails and farewells and even dictated our reenlistments to the point no one cared anymore about having a motivating and exciting reenlistment like before. People who wanted to reenlist and had paper work in to reenlist pulled their paperwork back and got out of the Navy.

Being a leader, you're supposed to be unprejudiced so juniors approach you when they have a problem or things at home aren't okay. Most of the juniors have expressed not being comfortable going to her when something is wrong with them because of past experiences of her conversing about you or her judging you. When you have things wrong at home, you cannot perform at work

ENCLOSURE (13)

and make mistakes here and there because your head isn't in the game and she'll snap and get petty with you.

Other examples of me witnessing her being out of line with some of the juniors or being unjust:

--- Anyone in the BAS can tell you without a doubt she has something against [REDACTED]. During the first month of deployment she pulled myself and [REDACTED] aside and said to [REDACTED] that she "has been gaining weight and that she sees what she eats, her food choices, and her snacking all day". [REDACTED] walked off crying simply because of the method and tact that [REDACTED] used. She doesn't eat in her chow hall to see what she eats, she hasn't gained weight but in fact has lost weight (I'm in the gym with her 3-4 times a week), and she is nervous to snack at work due to this fact that Chief has always been on her about her weight. She told me I need to make [REDACTED] download the "my fitness pal" app to see exactly what she is eating. She has yelled at [REDACTED] in front of everyone at huddles and gave her multiple counselling chits for unrealistic expectations with the medical records. [REDACTED] has also gone to her with an issue that happened on liberty in Oceanside (assault) and has voiced to me Chief not handling the situation well and accusing her of cheating on her husband.

On 30 June 2018, [REDACTED] states she was called back to base for an incident that was reported about two of our Corpsman [REDACTED] and [REDACTED]. I wasn't there for the initial shouting, but two of the juniors texted me to ask what she was outside yelling about because it was loud and in front of a bunch of Marines by the barracks. (The incident was from the night before 29 June 2018 and two DRUNK Marines made statements against [REDACTED] and [REDACTED].) She listened to the Marines statements and didn't care to hear about her own Corpsman statements but continued to only care about her "overnight" liberty being ruined. Myself and [REDACTED] we're with [REDACTED] and [REDACTED] the night of the incident and tried to tell our statement to help defend them. She said they were going to be charged and we all had no idea why. I witnessed our Chief not have our own Sailors backs but only cared to scream about her own liberty being ruined that weekend and she listened to Marines statements and not did not give anyone a chance to tell the truth. They got their liberty restricted that weekend for that incident that she didn't care to consider the truth. She didn't talk to any of us that whole weekend (4th of July 96). She even had a Sailor admitted into the Royal Darwin Hospital for 4 days and didn't ask about or care to visit him with the other leadership.

Being her LPO after the first LPO that was fired ([REDACTED]) I hear her talk a lot about the Sailors, mostly bad and made up stories to gossip. She has talked and belittled our own officers in front of formations (E5 and below) that they we're stupid and don't know what they are doing.

I know I'm supposed to take care of my juniors and stand up to what is immoral and try to do the right thing by stopping her but it's hard to do so when the last LPO got fired from his position and gets treated like an E3. He has a permanent page 13 in his Navy record that says he was removed from LPO that will follow him for the rest of his Navy career, it seems like trying to do the right thing or stand up and say something won't benefit you. Especially when she threatens to take peoples ranks or will write up page 13s that will follow you and ruin your career. Getting on her bad side does not appear to be the best thing because once she has that

ENCLOSURE (13)

impression it seems like she tries to ruin you indefinitely. Seeing the Sailors look to you for answers and not have any is heartbreaking and I hope that no one has to go through this behavior like my juniors and I have. Morale at the BAS has never been its lowest since [REDACTED] arrived.

The provided statement is true and correct to the best of my knowledge.

Sign

[REDACTED]

Date: 10 July 18

ENCLOSURE (13)

STATEMENT FROM [REDACTED] USN

"It's mainly just [...] me and my two corpsman that I work with don't like to come to work just because it always feels hostile, and she's always super confrontational. Even some of my SNCOs come to me and ask what her problem is, and they're confrontational with her. [...] We had this obstacle course and we brought in some patients to get seen that got hurt on the obstacle course. The very first thing, she pulls me and [REDACTED], one of my junior corpsman, into her office saying that our Gunny was calling asking where we were at. She didn't know where we were at, so she was like, 'I didn't want to lie so I told him I didn't know where you were at.' [...] I was standing next to my Gunny all day at the obstacle course. Obviously, he would know I'm here with [her]. There's multiple occasions like that where she'll just say something, I guess to create confrontation. I'm not sure. My guys all the time never want to come to work because it feels hostile all the time. We always hide out in different areas because we don't want to be in the same room with her."

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 10 JUN 2018

ENCLOSURE (19)

VERBAL STATEMENT FROM [REDACTED]

USN

"She's not my direct chief, I'm with Mike Battery, but she creates a really hostile work environment. [...] The Mike Battery corpsman half of the time don't even want to sit in that building or in that room just because of the vibe she puts off. We usually sit outside the entire day just because we don't want to be around it. I've also watched her yell at the HMIs in front of us lower enlisted, which I don't feel like is a way you should go about leadership and handling problems. I don't feel like you should be yelling in front of your juniors. And she'll just yell at the HMIs in front of all of us and I don't feel like that's appropriate. [...] She just creates a very hostile work environment. Even us Mike Battery corpsman, we don't want to be here. We love the BAS, we love the other corpsman we work with, but we don't want to be here just because of having to be around her."

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 11 July 2018

ENCLOSURE (15)

VERBAL STATEMENT FROM [REDACTED]

USN

"I've never felt that she has done anything that was a direct attack towards me, but when she comes into work in the morning, our chief, she omits this hostile presence. I wouldn't ever want to come to her with a personal issue. I mean I would never want to seek her out for help. I would rather go to [REDACTED] or even ma'am or sir. We go out of our way to hide from her during the workday. If we have any patients we'll see them, and for the rest of the day we'll sit out in the smoke pit just because we can't go anywhere else. There are times when she's said that no one can go home unless we find her Febreze. Anyways, she creates an unpleasant hostile working environment."

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 11 JUL 4 2018

ENCLOSURE (16)

VERBAL STATEMENT FROM [REDACTED]

USN

"For the first instance, it was when I received my promotion warrant. The way she read it off was very unprofessional, and it sounded like she didn't really care that much about the promotion. I have a video too, where she stumbles a lot and screws up the rank. She's like, 'I promote you to hospital corpsman second class,' but I picked up 3rd class. She did it for [REDACTED] as well and said second class. It's like a script she read; she didn't tailor it to individual. The second instance was: my Marines just want me to get faster by PT. By weight and fitness standards, I'm within PFA standards. There was really no jurisdiction to put me on their version of EMI. It's mostly for people on BCP, but they just want me to get faster. Chief kind of advocated for me, but then she said, 'oh yea, you should do this, you'll get better.' She didn't really advocate for the fact that we have our own program for that. So now I just suffer with the Marines that do it their way. I'm the only one in the battalion that does it as a Corpsman. None of the other corpsman do this requirement, it's only me. I feel like that's kind of not fair in a sense."

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 11 JUL 2018

ENCLOSURE (17)

STATEMENT FROM [REDACTED] USN

I feel that under the guidance of [REDACTED], I have nothing but terrible leadership and mentorship experiences with her. When I first checked into the battalion I was given a leadership position, which I took deeply with pride. In my opinion I was told on numerous times to take care of my sailors and which I did dearly. I supplied them with my own funds and gave them all supplies when the Battalion Aid Station could not provide, I submitted my sailors for Sailor of the Quarter Packages, and mentored them on numerous occasions even after working hours. I did what I thought was taking care of my juniors, and one incident that happened during Integrated training exercise in 29 palms, I had a junior sailor who falsely diagnosed and treated a patient. Granted he was my sailor, I had counseled him and believed him, to later find out he lied to me as well. Shortly after that incident, our evaluations were due prior to our deployment. I feel that I was personally targeted and fired from my senior line position and was given a Negative evaluation. I gave 110% when I was in that position and insinuated that I had to be an "Alpha" to be in that position. She is by far one of the worst leaders I have ever worked for, she made every one of my peers feel like we were all the worst kinds of human beings.

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 20180711

ENCLOSURE (18)



UNITED STATES MARINE CORPS

COMPANY B
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
11 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Battalion Aid Station (BAS) on 11 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and notes taken during the interview. These statements are not direct quotes from [REDACTED]

2. [REDACTED] stated that he arrived to V24 BAS around 24 July 2017.

3. [REDACTED] stated that he witnessed the moral of the BAS drop when [REDACTED] arrived around October 2017. He stated that there were temporary improvements in moral when [REDACTED] was not present, including when she was on liberty, when she left for the advanced party to Marine Rotational Force-Darwin, and when she traveled with the command element to other Marine units in Australia.

4. [REDACTED] stated that, around 4 November 2017 during the Integrated Training Exercise (ITX), [REDACTED] held a meeting with [REDACTED], the current LPO, [REDACTED], and other junior sailors. After the meeting, [REDACTED] was talking to [REDACTED] about points from the meeting, and she responded to a question by saying that she hadn't been listening to him.

5. [REDACTED] stated that, in early January 2018, there was a meeting between [REDACTED], [REDACTED], [REDACTED], [REDACTED], and himself. In that meeting, [REDACTED] told [REDACTED] that he conducted an exit interview with [REDACTED]. In the exit interview, [REDACTED] said there was a low morale in the BAS, and that [REDACTED] made the Sailors stay late for no reason. Following that meeting, [REDACTED] confronted [REDACTED]. He said that she was "unpleasant to engage," and described her as "domineering" and "hostile." [REDACTED] said that she kept the Sailors late because they were not getting their work done.

6. [REDACTED] stated that, on 24 January 2018, [REDACTED] displayed concerning behavior by yelling at a group of Sailors, making threats, and using derogatory language. [REDACTED] stated that he interrupted [REDACTED] and immediately verbally counseled her, stressing the fact that he expected Sailors to treat each other with dignity and respect.

ENCLOSURE (19)

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

7. [REDACTED] stated that, around February 2018, [REDACTED] and [REDACTED] told him that [REDACTED] was making the Sailors stay late for no reason. [REDACTED] questioned [REDACTED] about it. [REDACTED] was in the RAS, and [REDACTED] requested that he be present for their conversation. She again explained that she needed to keep the Sailors late to finish their work. [REDACTED] recommended that she make better use of her LPO and APLO. [REDACTED] and [REDACTED] agreed that they needed better communication and to work as a team.

8. [REDACTED] stated that, because of [REDACTED], the BAS had to replace two Lead Petty Officers (LPOs) within the last eight months. He stated that [REDACTED] voluntarily transferred to another unit to avoid working with her. In April 2018 when [REDACTED] was in CONUS and [REDACTED] and [REDACTED] were at MRF-D, [REDACTED] fired [REDACTED] in front of a formation of junior Sailors. [REDACTED] said that he was unaware that [REDACTED] was going to be fired. [REDACTED] had not documented [REDACTED]'s performance or explained their problems to [REDACTED].

9. [REDACTED] stated that, in April 2018 upon arriving to Marine Rotational Force-Darwin, [REDACTED], the Battalion Executive Officer, and [REDACTED], the senior enlisted advisor for the communication shop, had told him that they had difficulty working with [REDACTED] during ADVON. [REDACTED] said that, during meetings, she was rude and she would identify problems without providing recommendations. [REDACTED] confronted [REDACTED] about this, and she attempted to derail the conversation. [REDACTED] advised her to establish a better relationship with the Marines that they work with. He also told her that she should use her experience to fix problems and provide better advice.

10. [REDACTED] stated that, in May 2018, there was a meeting between [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], and himself. During that meeting, every member removed their rank to have a frank discussion about the working relationship between [REDACTED], [REDACTED], and [REDACTED].

11. [REDACTED] stated that, on 11 June 2018, [REDACTED] emailed [REDACTED] and [REDACTED] about the mid-MRFD budget for the BAS and stated that she was "waiting for their input." [REDACTED] responded by asking for her input and recommending that the supply petty officers provide input.

12. [REDACTED] stated that, during a meeting in June 2018, [REDACTED] asked where she could get new Common Access Cards for her Sailors, which had just been explained by the Battalion Executive Officer several minutes prior.

13. [REDACTED] stated that, during a physical training event approximately on 25 June 2018, [REDACTED] disagreed with his method of stretching. He told her that he was the Senior Physician of this battalion and my recommendation is based on that subject matter expertise, so he was in a position to alter how the physical training was conducted, and she responded by saying "titles do not matter."

14. [REDACTED] stated that on 29 June 2018, that [REDACTED] and [REDACTED] got into a disagreement with a bus driver because they could not bring their

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

food on the bus. [REDACTED] was on leave during that time and returned to the BAS to handle disciplinary action for both of those Sailors.

15. [REDACTED] stated that [REDACTED] was hospitalized on 1 July 2018 for cellulitis in his hand. [REDACTED] did not visit him in the hospital or respond to his text messages. [REDACTED] told [REDACTED] that he believed she would have visited the hospital if he were a different Sailor.

16. On 4 July 2018, [REDACTED] questioned [REDACTED] on why she did not visit a Sailor in the hospital. She dismissed his question and responded with, "nope, not today sir."

17. [REDACTED] stated that he spoke to [REDACTED] on 4 July 2018 about [REDACTED]. [REDACTED]'s contact information was attached to [REDACTED]'s work laptop at the BAS and as the handwriting was [REDACTED]'s he asked her what it was for and she said that [REDACTED] would appreciate a call at his earliest convenience. [REDACTED] gave advice on how to conduct and informal inquiry. He also advised they held a meeting with the LPO, [REDACTED], and [REDACTED].

18. [REDACTED] stated that [REDACTED] approached [REDACTED] on 5 July 2018 and mentioned filing an Equal Opportunity (EO) complaint against [REDACTED]. [REDACTED] went to talk to the EO Officer, [REDACTED]. [REDACTED] said the Sailor was welcome to talk to him, and that [REDACTED] should bring the issue up with [REDACTED]. [REDACTED] instructed LT [REDACTED] to do an informal inquiry with the Sailors in the BAS to assess the command climate.

19. [REDACTED] stated that he and [REDACTED] presented [REDACTED] with the findings of their inquiry on 8 July 2018. They provided him with a list of concerns and quotes that they got from their Sailors.

20. [REDACTED] stated that, on 9 July 2018, [REDACTED] approached [REDACTED] and accused him of filing a complaint against her, which she found out from [REDACTED]. [REDACTED] did not believe that was accurate and that she had skewed the facts in order to be confrontational.

21. [REDACTED] stated that [REDACTED] has a relationship with [REDACTED] that appears to be unduly familiar. [REDACTED] spends a significant amount of time with [REDACTED] and has been doing so since the ITX in November 2017. They spend time together outside of normal working hours, either in her office or around base. Several Sailors have expressed concerns about [REDACTED] providing [REDACTED] with preferential treatment. [REDACTED] stated that, without his approval, [REDACTED] exempt [REDACTED] from the mandatory study for Fleet Marine Force (FMF).

22. [REDACTED] stated that he believes [REDACTED] exhibits six out of seven traits of Paranoid Personality Disorder, according to the DSM-5. [REDACTED] stated, because [REDACTED]'s behavior has reached the point that it is interfering with her work like, she has reached the diagnostic criteria for a personality disorder. [REDACTED] stated that he is not professionally qualified to diagnose [REDACTED].

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

23. This summary is true and correct to the best of my knowledge.

[REDACTED]

STATEMENT FROM [REDACTED] USN

The BAS command climate and morale has an overall tone I would describe as uneasy. Based on my interactions with the corpsmen and also my own experiences, I feel this is due to [REDACTED]. Being new to leadership, some of my encounters, in hindsight, were not handled properly. I was aware that chief did have some issues, but I used to think that no leader was perfect and that we all have things we can improve on. After recently hearing that some of the corpsmen were planning on launching both equal opportunity (EO) and inspector general (IG) complaints against her, I became fully aware of the extent of their distress. I did not understand the extent of their distress before this. From there [REDACTED] and I spoke to some of the sailors that wanted to express concerns regarding the BAS climate and we brought this information to the Battalion Executive Officer, [REDACTED].

I have not witnessed many of the instances that the corpsmen brought to my attention. However, there is one time in particular that showed me how quickly she can lose her temper. It was on the last day of the MCCRE and [REDACTED] was being screamed at by CPO. The majority of the BAS, including myself, could see this occurring. I was taken back by seeing this and I do not remember exactly the words she said. As an officer, I should have stepped in, but being so new to leadership, I was unsure of the situation, and exactly how or if I should have intervened. This was very inappropriate and unprofessional of her and as a CPO I feel that by speaking to sailors in that manner that hinders professional growth and destroys an environment of learning and additionally shows the junior enlisted a side of her that does not foster a positive work environment.

Another instance that I have seen her inappropriately yell, was after the MCCRE. The whole BAS was all sitting waiting for sight counts to be confirmed. Some of the junior sailors were expressing about wanting to go home and joked about how bored they were. They never said anything out of line or inappropriate. CPO came out of her office and started screaming at everyone. I could definitely see how the juniors could find her scary. She was going on about how she wanted to go home as well. I don't recall entirely what else she said because I was very tired, but it was extremely uncalled for and not a way a senior enlisted member should act. [REDACTED] interjected and told her that we don't speak to each other in that manner and how she was acting inappropriately.

Another instance that shows her unprofessionalism would be once during morning quarters, she told [REDACTED] and I that we needed to complete a MRRS deep diving course. There was no point in us completing this course and our PMT [REDACTED] even added that it was not necessary for us to attend this since this course is related to his job. It was coming close to deployment and of all of the things [REDACTED] and I had to accomplish that item was not a priority for us since we do not need the capability to deep dive in MRRS. She tried to argue with us in the middle of quarters and she seemed to be getting defensive. [REDACTED] told her we would discuss this in private. Once in private, the conversation got off track. She started talking about favoritism. I found this very weird. It had nothing to do with what we were discussing. Once a pause was reached, I pointed out that this was not relevant to determining if [REDACTED] and I had to go to the deep dive course or not.

ENCLOSURE (20)

There have been no major incidences which demonstrate a lack of respect that had directly occurred to me. There have been times when [REDACTED] CPO, and I are discussing how to handle things, she frequently feels the need to remind us about her time in service. As a CPO, I do value her opinion, but everyone does not agree all of the time and based on her demeanor when we disagree, she takes it personally. She did not properly inform [REDACTED] or I about her firing [REDACTED] from the LPO position. As a triad, this should have been discussed between [REDACTED], CPO, and I. He was also relieved of his position as LPO in front of the rest of the sailors, which was extremely unprofessional and degrading to [REDACTED]. I first learned he had been relieved by a sailor approaching me about [REDACTED] being fired in front of everyone. I knew she was having issues with [REDACTED], but it was not clear to me that she was taking that action especially without all of us having a discussion about it.

A lot of the issues that I was made aware of when [REDACTED] and I talked to the corpsmen are not issues that I was there for, but based on my interactions with her and things I have witnessed it does not a shock to me. I was surprised at the intensity and extent of the fear they feel for CPO. If I would have known then we could have handled this sooner. Even now that an investigation is going on, I have been approached by sailors telling me that people still are afraid to give statements because they fear she will retaliate against them or take it out on them if she requests a copy of the investigation. Our current LPO has even confided in me on how she is afraid to stand up to CPO when she feels CPO is out of line because she does not want to have the same fate as [REDACTED]. Since my time with this unit, we have had 3 LPOs.

Even I can feel the tension when I enter the BAS. It is unfortunate that it has had to come to this, but it is unfair to have the sailors work in such a toxic and emotionally strenuous environment.

The provided statement is true and correct to the best of my knowledge.

Sign: _____

Date: 20180714

ENCLOSURE (20)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
11 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Battalion Aid Station (BAS) on 10 July and 14 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS. This interview was conducted in addition to the written statement provided by [REDACTED].

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and notes taken during the interview. These statements are not direct quotes from [REDACTED]

2. [REDACTED] stated that she arrived at the V24 BAS around 30 October 2017.

3. [REDACTED] stated that she became aware of [REDACTED] considering both an Equal Opportunity (EO) and Inspector General (IG) complaint against [REDACTED]. She heard this from [REDACTED] on 5 July 2018. She was unaware of the severity of the situation before that time. [REDACTED] and [REDACTED] brought this to the attention of [REDACTED], who instructed them to talk to the Sailors and find out more information.

4. This summary is true and correct to the best of my knowledge.

[REDACTED]

ENCLOSURE (21)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
14 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] Molina at the 2d Battalion, 4th Marines (V24) command post on 13 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and notes taken during the interview. These statements are not direct quotes from [REDACTED].

2. [REDACTED] stated that [REDACTED] was more efficient than the last Chief at the BAS.

3. [REDACTED] stated that, in April 2018, a Sailor at the BAS received a DUI. [REDACTED] wrote a Page 13 punitive letter for that Sailor before leaving with the advanced party on deployment. After she left, [REDACTED] changed the wording in the Page 13 before submitting it to the Battalion Commander. When [REDACTED] realized that it had been changed, she got angry at [REDACTED]. [REDACTED] talked to [REDACTED] and told her that she should have communicated better with [REDACTED] to explain the reasoning behind her comments.

4. [REDACTED] stated that, in May 2018, he approached [REDACTED] in the mess and asked if something was wrong. [REDACTED] was usually "animated" and outgoing, but he seemed quiet and upset. [REDACTED] told [REDACTED] about issues he was having with [REDACTED]. [REDACTED] was fired as the Leading Petty Officer (LPO), even though he had more experience than the new LPO, [REDACTED]. [REDACTED] did not mention an Equal Opportunity (EO) complaint, but he alluded to it. He said that [REDACTED] treated the new female LPO much better than she used to treat him. [REDACTED] was clearly "emotional" during their discussion.

5. [REDACTED] stated that he asked [REDACTED] what he wanted to have happen moving forward. [REDACTED] said that he didn't care anymore, and [REDACTED] told him that he had the wrong attitude. [REDACTED] then asked if [REDACTED] could talk to [REDACTED].

6. [REDACTED] stated that he spoke to [REDACTED], and she brought up issues she had working with [REDACTED] and [REDACTED]. [REDACTED] said that the officers complained about her in front of junior Sailors and undermined her authority at the BAS.

ENCLOSURE (22)

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

7. [REDACTED] stated that he advised the Battalion Commander to hold a meeting with [REDACTED], [REDACTED], and [REDACTED]. During that meeting, they took off their blouses and rank in order to have an open discussion and address their problems.
 8. [REDACTED] stated that, following the meeting, [REDACTED] appeared to be more upbeat. [REDACTED] talked to [REDACTED] and got the impression that things were slowly starting to improve.
 9. [REDACTED] stated that he spoke to [REDACTED] on 9 July 2018, after a preliminary inquiry had been launched into the command climate of the BAS. [REDACTED] said in regards to the complaints against her that she was just trying to make the Sailors better. She said she worked hard to improve the BAS, and she felt that the officers had undermined her by going behind her back to question the Sailors. [REDACTED] was visibly upset during their conversation.
 10. This summary is true and correct to the best of my knowledge.
- [REDACTED]



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. [REDACTED] stated that there was a lack of communication between the leadership at the BAS.

3. When asked, [REDACTED] stated that he has never seen the leadership treat a Sailor unfairly.

4. [REDACTED] stated that [REDACTED] came outside to the smoke pit on 11 July 2018 with [REDACTED], and [REDACTED], and started talking about the investigation. [REDACTED] did not believe that [REDACTED] should have brought up the investigation with junior Sailors. [REDACTED] stated that he felt like the issue should be handled among the leadership, without involving the junior Sailors.

5. This summary is true and correct to the best of my knowledge.

[REDACTED]

ENCLOSURE (23)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) E Company Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED]

2. [REDACTED] stated that [REDACTED] is not the easiest person to work with, that she is "old-school," and that she "drives a hard ship." [REDACTED] stated that people get overwhelmed by the way she presses some people.

3. [REDACTED] stated that, in May during an aboriginal welcoming ceremony for the battalion, [REDACTED] yelled at [REDACTED] for grabbing a water bottle. [REDACTED] felt that [REDACTED] was degrading towards [REDACTED].

4. This summary is true and correct to the best of my knowledge.

[REDACTED]

ENCLOSURE (24)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

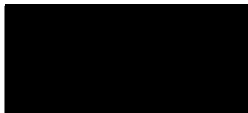
From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED] and [REDACTED] at the 2d Battalion, 4th Marines (V24) Company E Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED]

2. When asked, [REDACTED] agreed that there is a problem with the command climate.
3. [REDACTED] stated that he has not personally had problems with [REDACTED], but that he has seen hostility directed at other Sailors.
4. [REDACTED] stated that [REDACTED] treats [REDACTED] differently than she treats other Sailors. [REDACTED] stated that he watched [REDACTED] degrade [REDACTED] in person.
5. This summary is true and correct to the best of my knowledge.



ENCLOSURE (25)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

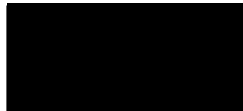
From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Company E Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. [REDACTED] stated that the leadership does care about their Sailors, but that they should not be leaders. [REDACTED] stated that he does not believe their actions come from malicious intent.
3. [REDACTED] stated that the moral was "half and half." He stated that some Sailors wanted to leave V24 as soon as possible.
4. [REDACTED] stated that the leadership is disorganized.
5. This summary is true and correct to the best of my knowledge.



ENCLOSURE (26)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Company E Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED]

2. When asked, [REDACTED] stated that there was a problem with the command climate.

3. [REDACTED] stated that the leadership does not work together. He stated that the HMIs were the only ones that tried to work together.

4. [REDACTED] stated that [REDACTED] "stepped on" the officers. [REDACTED] stated that, as the senior enlisted advisor, [REDACTED] should have provided mentorship to the new officers, but she did not.

5. This summary is true and correct to the best of my knowledge.

[REDACTED]

ENCLOSURE (27)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Company E Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. When asked, [REDACTED] stated that there was a problem with the command climate.

3. [REDACTED] stated that there were "hostilities" between the upper and lower chain of command.

4. When asked, [REDACTED] stated that [REDACTED] treated some Sailor unfairly. [REDACTED] said that he was one of the Sailors that was treated unfairly. According to [REDACTED] in April, [REDACTED] accused him of losing computer parts. When [REDACTED] realized that [REDACTED] did not lose any parts, she did not acknowledge that fact or offer [REDACTED] an apology.

5. This summary is true and correct to the best of my knowledge.

[REDACTED]

ENCLOSURE (28)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Company E Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED]

2. When asked, [REDACTED] stated that there was a problem with the command climate because of a lack of communication.

3. [REDACTED] stated that the BAS feels hostile. [REDACTED] stated that he felt like it was lower enlisted versus higher enlisted.

4. [REDACTED] stated that, shortly after he arrived to the unit on 16 February 2018, during a morning formation, [REDACTED] was getting yelled at by [REDACTED]. [REDACTED] did not feel that the situation was handled well.

5. This summary is true and correct to the best of my knowledge.
[REDACTED]

ENCLOSURE (29)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

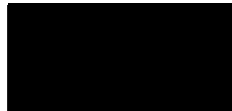
From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED] and [REDACTED] at the 2d Battalion, 4th Marines (V24) E Company Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. When asked, [REDACTED] stated that there is a problem with the command climate because of [REDACTED].
3. [REDACTED] stated that, when a lot of corpsmen enter the BAS, the first question they ask is if [REDACTED] is there.
4. [REDACTED] stated that he does not have a lot of interaction with [REDACTED] because he is in a line company and does not spend a lot of time in the BAS.
5. This summary is true and correct to the best of my knowledge.



ENCLOSURE (30)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

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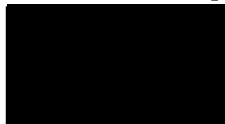
From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) E Company Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED].

2. When asked, [REDACTED] stated that there was a problem with the work environment.
3. [REDACTED] stated that, before deployment, Sailors were "skiddish" or nervous around [REDACTED].
4. When asked if leadership treated anyone unfairly, [REDACTED] stated that he witnessed [REDACTED] treat [REDACTED] unfairly. HMB Eakle stated that, in April, she belittled him in front of formation.
5. This summary is true and correct to the best of my knowledge.



ENCLOSURE (31)



UNITED STATES MARINE CORPS

COMPANY E
MARINE ROTATIONAL FORCE DARWIN
GROUND COMBAT ELEMENT 18.2
UNIT 89007
FPO AP 96610-0709

IN REPLY REFER TO
3502
Legal
23 Jul 18

From: Investigating Officer, [REDACTED]
To: Commanding Officer, 2d Battalion, 4th Marines

Subj: SUMMARY OF INTERVIEW WITH [REDACTED]

1. The following is a summary of the interviews conducted between the Investigating Officer (IO), [REDACTED], and [REDACTED] at the 2d Battalion, 4th Marines (V24) Company E Command Post on 16 July 2018. [REDACTED] was interviewed and voluntarily provided the following information in support of the Command Investigation into the facts and circumstances surrounding the command climate allegations of the BAS.

The IO summarizes the provided statements below, and these statements were produced by the IO from both her memory and from the video taken during the interview. These statements are not direct quotes from [REDACTED]

2. When asked, [REDACTED] stated that there is a problem with the command climate.

3. [REDACTED] stated that situations are handled unfairly by [REDACTED]. [REDACTED] stated that things are "blown out of proportion," and that punishments for some things don't match what happened.

4. [REDACTED] stated that [REDACTED] treats some people are treated differently than others. [REDACTED] stated that people who do well on their own are treated better than people who need more help. [REDACTED] stated that they are not given the guidance that they need, and that they are just treated poorly. When asked which people are treated unfairly, [REDACTED] stated [REDACTED] and [REDACTED].

5. This summary is true and correct to the best of my knowledge.

[REDACTED]

ENCLOSURE (32)

STATEMENT FROM [REDACTED] USN

This is my statement in regards to the email with questions I received from [REDACTED]

- Any knowledge of a potential EO or IG complaint from V24 BAS?

I've had no knowledge of a potential EO or IG complaint from V24 BAS. Sailors complaining of being held accountable is what I have heard in the past. That to me was expected since the BAS was not held accountable prior to the arrival of [REDACTED]. For example, showing up late to work, lead to [REDACTED] exercise her authority to conducted accountability formation prior to the start and conclusion of each workday.

- Problems with the Command Climate at the BAS?

Complaints about staying late at work were brought up, however staying till 1700 and taking care of medical readiness in support of upcoming deployment is what I witnessed. Their time was not being wasted and it was being used in preparation for the upcoming deployment which is a standard practice amongst most of the infantry battalions gearing up for deployments.

Regarding command climate, I believe the biggest setback is the lack of support coming directly from the Battalion Surgeon and Physician Assistant. This is most likely due to an existing breakdown in communication, resulting in known deficiencies affecting performance and conduct amongst Officers and Enlisted.

- Communication between you and any Sailor at V24, to include [REDACTED], regarding complaints about [REDACTED]

Sailors from V24 approached me a few occasions to express their frustrations regarding [REDACTED]. Their frustrations were based solely on accountability. This is due to the daily tasks assign for the day were not completed. I'd break it down regarding the importance of why they needed to complete their assign tasks and how it contributes to the mission of being fully medically ready to deploy. Most of the Sailors were used to act on their own program, which included to come and go as they pleased. Upon [REDACTED] reporting onboard she exercised her authority to maintain standards which most Sailors were not accustom too.

I never had or received any direct complaints from [REDACTED]. I would even ask of him, "how are things going?", but I would hear from other Chiefs that HML had reached out to them and vent his frustrations. Even after knowing this, I would ask again and he would not mention to me that he had or was having issues.

What I found to be alarming from him is that I received an email from him disclosing the existence of a command directed investigation against [REDACTED]

ENCLOSURE (33)

- Any suspected violation of the PAC order by [REDACTED] or [REDACTED].

I have no suspicions of a violation to the PAC order by [REDACTED] or [REDACTED].

- Character statement or information about [REDACTED] that may be relevant to the investigation

In the short time I have known [REDACTED], I haven't experienced any event that would lead me to believe that there was wrongful behavior towards Sailors. It is my firm belief that [REDACTED] has carried out her duties and responsibilities in support of her Sailors and the Command. She continuously works to provide recognition to deserving Sailors, such as those selected for promotions and Sailor of the Quarter recipients. She is a firm and hardworking leader who upholds Sailors to a high regard.

The provided statement is true and correct to the best of my knowledge.

Sign: [REDACTED]

Date: 22 Jun 18

ENCLOSURE (33)

ARTICLE 31 RIGHTS

Name: [REDACTED] Rank/Rate: [REDACTED]
Activity: COMMAND INVESTIGATION Unit: VZ4
Telephone Number: [REDACTED]

I have been advised that I may be suspected of the offense(s) of: ABUSE/HARASSMENT
FROM MCO 5354.1E; UCMJ ARTICLE 89 and that:

- ☒ I have the right to remain silent
- ☒ Any statements I do make may be used as evidence against me in trial by court-martial.
- ☒ I have the right to consult with legal counsel prior to any questioning. This legal counsel may be a civilian lawyer retained by me at my own expenses, a military lawyer appointed to act as my counsel without cost to me, or both.
- ☒ I have the right to have such retained civilian lawyer and/or appointed military lawyer present during this interview.
- ☒ I have the right to terminate this interview at any time.

WAIVER OF RIGHTS

☒ I further certify and acknowledge that I have read the above statement of my rights and fully understand them, and that:

- ☒ I expressly desire to waive my right to remain silent.
- ☒ I expressly desire to make a statement.
- ☒ I expressly do not desire to consult with either a civilian lawyer retained by me or a military lawyer appointed as my counsel without cost to me prior to questioning.
- ☒ I expressly do not desire to have such a lawyer present with me during this interview.
- ☒ This acknowledgement and waiver of rights is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

[REDACTED] 20130711
(Witness Signature & Date)

[REDACTED] *[Signature]*

****Continued on next page (If statement provided)****

I have chosen to make a statement.

ENCLOSURE (34)

ARTICLE 31 RIGHTS

Name: [REDACTED] Rank/Rate: [REDACTED]
Activity: Command Evaluation Unit Unit: 2/4
Telephone Number: [REDACTED]

I have been advised that I may be suspected of the offense(s) of: UCMJ
Article 133 and that:

- ☒ I have the right to remain silent
- ☒ Any statements I do make may be used as evidence against me in trial by court-martial.
- ☒ I have the right to consult with legal counsel prior to any questioning. This legal counsel may be a civilian lawyer retained by me at my own expenses, a military lawyer appointed to act as my counsel without cost to me, or both.
- ☒ I have the right to have such retained civilian lawyer and/or appointed military lawyer present during this interview.
- ☒ I have the right to terminate this interview at any time.

WAIVER OF RIGHTS

- ☒ I further certify and acknowledge that I have read the above statement of my rights and fully understand them, and that:
- ☒ I expressly desire to waive my right to remain silent.
- ☒ I expressly desire to make a statement.
- ☒ I expressly do not desire to consult with either a civilian lawyer retained by me or a military lawyer appointed as my counsel without cost to me prior to questioning.
- ☒ I expressly do not desire to have such a lawyer present with me during this interview.
- ☒ This acknowledgement and waiver of rights is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

[REDACTED] 20180714
(Witness Signature & Date)

[REDACTED]
I CHOOSE TO GIVE A STATEMENT

****Continued on next page (If statement provided)****

ENCLOSURE (35)

ADMINISTRATIVE REMARKS
 NAVPERS 1070/613 (REV. 08-2012) PREVIOUS EDITIONS ARE OBSOLETE SUPPORTING DIRECTIVE MILPERSMAN 1070-320

SHIP OR STATION:

5th MARINE REGIMENT 1ST MARDIV

SUBJECT:

☐ PERMANENT ☒ TEMPORARY

ADVERSE COUNSELING ICO [REDACTED] PERFORMANCE

AUTHORITY (IF PERMANENT):

On or about the 13 April 2018, I, [REDACTED] tasked [REDACTED] with doing a room roster that she told him that need to get done for accountability of where all of the Corpsman that are with V24. [REDACTED] was also tasked with the same tasker by [REDACTED] [REDACTED] failed to comply with [REDACTED] request and [REDACTED] request for the room roster. On or about 21 April, [REDACTED] again asked for the room roster and again [REDACTED] didn't have the room roster. When [REDACTED] was asked by [REDACTED] why the room roster wasn't done [REDACTED] explained that he was waiting for one of the Line Corpsman to give him the information. [REDACTED] was told to turn in what he already. [REDACTED] still have failed to turn in what he was tasked with by [REDACTED]

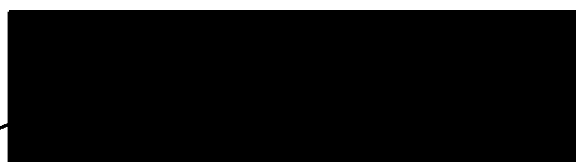
Also on or about 13 April 2018, [REDACTED] was told that counseling chits were needed for two junior Sailors for behavior issues. 23 April 2018 [REDACTED] has not completed the counseling chits nor has given a reason why the counseling chits could not be completed.

On or about the 16 April 2018, I, [REDACTED] came into the Battalion Aid Station (BAS) at Robertson Barracks Darwin, Australia around about 0830 and noticed that [REDACTED] was not at work. When [REDACTED] asked if anyone had seen [REDACTED] the response from the staff at the BAS was that he ([REDACTED]) hasn't come into the BAS since he has been on board Robertson Barracks. [REDACTED] left to go look for [REDACTED] and ran into him coming back from the pool. [REDACTED] asked him why he wasn't at work or come. [REDACTED] stated that she wasn't expecting him to be there all day but that he had junior Sailors at work and he was at the pool. [REDACTED] stated that he was also studying for his FMF board however he didn't have his book with him. He was told that he wasn't on a vacation and that he need to be at work with everyone else.

Action(s): [REDACTED] actions led to him being removed from the position of Leading Petty Officer for H&S BAS.

Recommendations:

1. Do/redo requirements for Petty Officer First Class.
2. Get Mentoring from [REDACTED] or reach by to someone in the United States on what is expected of a First Class Petty Officer.
3. Get and read leadership books from the CNO and MCPON reading lists.
4. Ask for help or ask questions when he doesn't fully understand any taskers that are given to him.



ENTERED AND VERIFIED IN ELECTRONIC SERVICE RECORD:

VERIFYING OFFICIAL RANK OR GRADE/TITLE:

DATE:

SIGNATURE OF VERIFYING OFFICIAL:

NAME (LAST, FIRST, MIDDLE):

SOCIAL SECURITY NUMBER:

BRANCH AND CLASS:

USN/AD

FOR OFFICIAL USE ONLY
 PRIVACY SENSITIVE

ENCLOSURE (36)

120TH HOSPITAL CORPS BIRTHDAY CEREMONY SEQUENCE OF EVENTS

1450

M/C: "LADIES AND GENTLEMEN, OUR CEREMONY IS ABOUT TO BEGIN. "

1500

M/C: "LADIES AND GENTLEMEN, WELCOME TO THE CELEBRATION OF THE 120TH BIRTHDAY OF THE HOSPITAL CORPS. MY NAME IS [REDACTED] AND I WILL BE YOUR MASTER OF CEREMONIES THIS AFTERNOON. WE WELCOME YOU TO OUR CELEBRATION OF THE BIRTHDAY OF OUR HOSPITAL CORPS. THE HOSPITAL CORPS BIRTHDAY IS A TIME FOR CELEBRATION. IT IS AN OCCASION TO STRENGTHEN THE TRADITIONS OF OUR BELOVED CORPS. WE GATHER TOGETHER HERE THIS AFTERNOON, MEN AND WOMEN OF DIFFERENT AGES, RACES, AND ETHNIC HERITAGE, ALL BOUND AS ONE BY THE TITLE "HOSPITAL CORPSMAN." LET US SALUTE THOSE FIRST FEW MEN AND WOMEN WHO EARNED THE TITLE "DOC" AND ALL WHO HAVE FOLLOWED IN THEIR FOOTSTEPS AND REAFFIRM OUR COMMITMENT TO HONOR, COURAGE, AND COMMITMENT.

FOR THE NATIONAL ANTHEM AND REMAIN STANDING FOR THE INVOCATION."

Commented [WHTV1]: Double check to see if we can do this part.

M/C: PARADE THE COLORS

(NATIONAL ANTHEM PLAYED)

M/C: RETIRE THE COLORS

1505

M/C: LADIES AND GENTLEMEN PLEASE RISE. [REDACTED] WILL NOW DELIVER THE INVOCATION

M/C: THANK YOU [REDACTED]

1509

M/C: I HAVE THE PRIVILEGE TO INTRODUCE THE BATTALION COMMANDING OFFICER V24, [REDACTED] FOR SOME OPENING REMARKS.

Commented [WHTV2]: Find out if [REDACTED] is coming and wants to speak

(CO REMARKS)

M/C: THANK YOU [REDACTED]

1513

M/C: I ALSO HAVE THE PRIVILEGE TO INTRODUCE THE SERGEANT MAJOR OF V24, [REDACTED] FOR SOME REMARKS.

(SGT MAJ REMARKS)

M/C: THANK YOU [REDACTED]

1516

M/C: NOW I WOULD LIKE TO INTRODUCE THE BATTALION SURGEON FOR V24, [REDACTED]

1520

M/C: NOW BRIEF HISTORY ABOUT THE HOSPITAL CORPS.

THE HOSPITAL CORPS CAME INTO EXISTENCE AS AN ORGANIZED UNIT OF THE MEDICAL DEPARTMENT UNDER THE PROVISION OF AN ACT OF CONGRESS APPROVED 17 JUNE 1898. WHEREVER YOU FIND THE NAVY, WHEREVER YOU FIND THE MARINE CORPS, THERE YOU WILL FIND THE NAVY HOSPITAL CORPSMAN. IN TIMES OF PEACE, HE OR SHE TOILS UNCEASINGLY; DAY AND NIGHT, PROVIDING QUALITY CARE TO NUMEROUS BENEFICIARIES. IN TIMES OF WAR, HE IS ON THE BEACHES WITH THE MARINES, EMPLOYED IN AMPHIBIOUS OPERATIONS, IN TRANSPORTATION OF WOUNDED BY AIR, ON THE BATTLEFIELD, AND ON ALL TYPES OF SHIPS, SUBMARINES, AND AIRCRAFT. IN SHORT, WHEREVER MEDICAL SERVICES MAY BE REQUIRED, THE HOSPITAL CORPSMAN IS THERE, NOT ONLY WILLING BUT ALSO PREPARED TO SERVE HIS OR HER COUNTRY AND HIS FELLOW MAN ABOVE AND BEYOND THE CALL OF DUTY.

DURING WORLD WARS I AND II, THE HOSPITAL CORPS CEMENTED ITS REPUTATION FOR BRAVERY IN THE PERFORMANCE OF DUTY -- ESPECIALLY IN THE FIELD WITH THE MARINE CORPS. MANY OF THE MEMBERS WERE CITED FOR VALOR AND PERFORMANCE OF DUTY UNDER FIRE.

THE HONORABLE [REDACTED] SECRETARY OF THE NAVY DURING WORLD WAR II, HAD THESE WORDS TO SAY ABOUT THE MEN AND WOMEN OF THE NAVAL HOSPITAL CORPS FOR THEIR SINGULAR ATTAINMENTS DURING THAT DEADLY CONFLICT. THIS WAS THE FIRST TIME IN MILITARY HISTORY ANY SINGLE CORPS HAD BEEN COMMENDED BY THAT OFFICE.

"OUT OF EVERY 100 MEN OF THE UNITED STATES NAVY AND MARINE CORPS WHO WERE WOUNDED IN WORLD WAR II, 97 RECOVERED. THAT IS A RECORD NOT EQUALED ANYWHERE, ANYTIME... SO, TO THE 200,000 MEN AND WOMEN OF THE HOSPITAL CORPS, I SAY, WELL DONE. WELL DONE, INDEED!"

"THE HOSPITAL CORPSMEN SAVED LIVES ON ALL THE BEACHES THAT THE MARINES STORMED. CORPSMEN WERE AT THE FOREFRONT OF EVERY INVASION, IN ALL THE ACTIONS AT SEA, ON ALL CARRIER DECKS. YOU WERE ON YOUR OWN IN SUBMARINES AND THE SMALLER SHIPS OF THE FLEET, PERFORMING EMERGENCY SURGERY AT TIMES WHEN YOU HAD TO TAKE THE FEARSOME RESPONSIBILITY OF TRYING TO SAVE A LIFE BY HEROIC MEANS OR SEE THE PATIENT DIE".

"YOU CORPSMEN PERFORMED FOX-HOLE SURGERY WHILE SHELL FRAGMENTS CLIPPED YOUR CLOTHING, SHATTERED THE PLASMA BOTTLES FROM WHICH YOU POURED NEW LIFE INTO THE WOUNDED AND SNIPER'S BULLETS WERE AIMED AT THE RED CROSS ON YOUR ARMS. ON IWO JIMA, FOR EXAMPLE, THE PERCENTAGE OF CASUALTIES AMONG YOUR CORPS WAS GREATER THAN THE PROPORTION OF LOSSES AMONG THE MARINES".

AS WE MARK THIS YEAR ANNIVERSARY, MANY OF US ARE ONCE AGAIN FORWARD DEPLOYED, ANSWERING OUR NATION'S CALL. YOUR VERY PRESENCE TODAY IS BUILDING THE FOUNDATION FOR ANOTHER CHAPTER IN THE HISTORY OF THE HOSPITAL CORPS. YEARS FROM NOW WHEN HISTORY BOOKS MAKE REFERENCE TO THE CURRENT CONFLICT IN IRAQ AND AFGHANISTAN, EACH OF YOU WILL BE ABLE TO SAY "I WAS THERE, I CONTRIBUTED, AND I HELPED.

NO WONDER MEN AND WOMEN ARE PROUD TO WEAR THE EMBLEM OF THE HOSPITAL CORPS! IT IS A BADGE OF MERCY AND VALOR, A TOKEN OF UNSELFISH SERVICE IN THE HIGHEST CALLING THE SAVING OF LIFE IN THE SERVICE OF YOUR COUNTRY.

M/C: THANK YOU [REDACTED]

1525

M/C: HM [REDACTED] WILL NOW READ THE BIRTHDAY MESSAGE FROM THE NAVY MEDICINE FORCE MASTER CHIEF. HAVE NOT RECEIVED YET.

M/C: HM [REDACTED] WILL NOW READ THE BIRTHDAY MESSAGE FROM THE SURGEON GENERAL. HAVE NOT RECEIVED YET.

M/C: HM [REDACTED] WILL NOW READ THE BIRTHDAY MESSAGE FROM THE MCPON. HAVE NOT RECEIVED YET.

1535

M/C: "PARADE THE CAKE."

(Cake will be escorted and placed in front of the audience)

M/C: "EACH YEAR WHEREVER DUTY TAKES US, WE HOSPITAL CORPSMAN PAUSE TO CELEBRATE OUR BIRTHDAY BY SHARING A CAKE. IT IS CUSTOMARY THAT THE FIRST TWO PIECES OF CAKE ARE PRESENTED TO THE OLDEST AND YOUNGEST ACTIVE DUTY HOSPITAL CORPSMAN PRESENT, SYMBOLIZING THE EXPERIENCE AND THE YOUTH WHICH MAKE OUR CORPS GREAT.

M/C: THE OLDEST HOSPITAL CORPSMAN PRESENT TODAY IS [REDACTED] WHO WAS BORN ON 16 FEB 1973 AND ENLISTED IN THE NAVY ON 03 APRIL 1996. PRESENTLY, SHE IS SERVING AS THE CHIEF PETTY OFFICER FOR V24 BATTALION AID STATION AT CAMP PENDLETON, CA.

M/C: OUR YOUNGEST HOSPITAL CORPSMAN PRESENT TODAY IS [REDACTED] WHO WAS BORN ON 31 DEC 1997 AND ENLISTED IN THE NAVY ON 15 NOVEMBER 2016. HE IS SERVING AS GENERAL DUTY CORPSMAN IN V24 HEADQUARTERS AND SERVICE COMPANY AT CAMP PENDLETON, CA.

(Youngest and oldest HM will face inboard and come to the position of attention. The youngest HM will greet the oldest HM by saying, "Happy Birthday." The youngest HM shakes hands with the oldest HM. Youngest HM does an about face and then both march back to their seats.)

Commented [WHTV3]: Fix this

1545

M/C: RETIRE THE CAKE

1546

M/C: WE WILL NOW SHARE A MOMENT OF SILENCE FOR THOSE WHO HAVE GONE BEFORE US IN THE SERVICE OF OUR NATION.

Commented [WHTV4]: How long is the moment of silence

Commented [WHTV5R4]: Also see if HM2 Newkirk is going to do his frocking

1547

M/C: ALL HOSPITAL CORPSMAN PLEASE STAND AND RAISE YOUR HAND FOR HOSPITAL CORPSMAN PLEDGE.

Commented [WHTV6]: Which hand are they raising?

REPEAT AFTER ME:

I SOLEMNLY PLEDGE MYSELF
BEFORE GOD AND THESE WITNESSES.....
TO PRACTICE FAITHFULLY ALL OF MY DUTIES
AS A MEMBER OF THE HOSPITAL CORPS.....
I HOLD THE CARE OF THE SICK AND INJURED
TO BE A PRIVILEGE AND A SACRED TRUST....
AND WILL ASSIST THE MEDICAL OFFICER

WITH LOYALTY AND HONESTY....
I WILL NOT KNOWINGLY PERMIT HARM
TO COME TO ANY PATIENT....
I WILL NOT PARTAKE OF, NOR ADMINISTER
ANY UNAUTHORIZED MEDICATION.....
I WILL HOLD ALL PERSONAL MATTERS
PERTAINING TO THE PRIVATE LIVES OF PATIENTS
IN STRICT CONFIDENCE...
I DEDICATE MY HEART, MIND AND STRENGTH
TO THE WORK BEFORE ME.....
I SHALL DO ALL WITHIN MY POWER
TO SHOW IN MYSELF AN EXAMPLE
OF ALL THAT IS HONORABLE AND GOOD
THROUGHOUT MY NAVAL CAREER.

1549

M/C: LADIES AND GENTLEMEN, PLEASE RISE AND BOW YOUR HEADS FOR
THE BENEDICTION.

BENEDICTION: [REDACTED]

M/C: THANK YOU [REDACTED]

1555

M/C: LADIES AND GENTLEMEN, THIS CONCLUDES THE CEREMONY. THANK
YOU FOR JOINING US TODAY. PLEASE CONTINUE TO STAND FOR ANCHORS
[AWEIGH] AND THE MARINE CORPS HYMN. THEN JOIN US FOR A PIECE OF
BIRTHDAY CAKE.

Commented [WHTV7]: Make sure that we can do this

(ANCHORS AWAY AND MARINE CORPS HYMN WILL BE PLAYED)

[REDACTED]

From: [REDACTED]
Sent: Friday, July 13, 2018 5:26 PM
To: [REDACTED]
Subject: FW: EVAL WRITING TIPS and TRICKS.PDF
Attachments: EVAL WRITING TIPS and TRICKS.PDF
Signed By: [REDACTED]
Importance: High

Ma'am,
This is an email that I sent to [REDACTED] and [REDACTED] to help with writing evaluations.

V/R

[REDACTED]
Leading Chief Petty Officer
1st Marine Division, v24 BAS
Matilda Lines Office (DSN): [REDACTED]

Work Phone Number: [REDACTED]

Cell Phone Number: [REDACTED]

Navy Email: [REDACTED]

USMC Email: [REDACTED]

Confidentiality Notice - This e-mail message including any attachments is for the sole use of the intended recipient(s). Emails, or their attachments, containing personally identifiable information are "For Official Use Only" (FOUO) - Privacy Sensitive - Any misuse or unauthorized disclosure can result in both civil and criminal penalties.

If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

-----Original Message-----

From: [REDACTED]
Sent: Wednesday, May 23, 2018 3:58 PM

To: [REDACTED] <[REDACTED]>; [REDACTED]

<[REDACTED]>

Cc: [REDACTED] <[REDACTED]>; [REDACTED]

[REDACTED] <[REDACTED]>

Subject: EVAL WRITING TIPS and TRICKS.PDF
Importance: High

HM1/HM2,
Here is something that will help with writing evals in the future.

V/R

Leading Chief Petty Officer

1st Marine Division, v24 BAS

Matilda Lines Office (DSN): [REDACTED]

Work Phone Number: [REDACTED]

Cell Phone Number: [REDACTED]

Navy Email: [REDACTED]

USMC Email: [REDACTED]

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[REDACTED]

From: [REDACTED]
Sent: Friday, July 13, 2018 5:40 PM
To: [REDACTED]
Subject: FW: RP's Guide to a Career in the US NAVY
Attachments: RP's Guide to a Career in the US NAVY - OCT 2017.pdf; RP Occupational Standards.pdf
Signed By: [REDACTED]

Ma'am,
This is an email that I sent to RP and Chaps .

V/R

[REDACTED]
Leading Chief Petty Officer

1st Marine Division, v24 BAS

Matilda Lines Office (DSN): [REDACTED]

Work Phone Number: [REDACTED]

Cell Phone Number: [REDACTED]

Navy Email: [REDACTED]

USMC Email: [REDACTED]

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-----Original Message-----

From: [REDACTED]

Sent: Friday, May 25, 2018 11:14 AM

To: [REDACTED]; [REDACTED]; [REDACTED]

[REDACTED]

Subject: FW: RP's Guide to a Career in the US NAVY

FYI,

V/R

[REDACTED]
Leading Chief Petty Officer

1st Marine Division, v24 BAS

Matilda Lines Office (DSN): [REDACTED]

Work Phone Number: [REDACTED]

Cell Phone Number: [REDACTED]

Navy Email: [REDACTED]

USMC Email: [REDACTED]

Confidentiality Notice - This e-mail message including any attachments is for the sole use of the intended recipient(s). Emails, or their attachments, containing personally identifiable information are "For Official Use Only" (FOUO) - Privacy Sensitive - Any misuse or unauthorized disclosure can result in both civil and criminal penalties.

If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

-----Original Message-----

From: [REDACTED]
Sent: Friday, May 25, 2018 4:41 AM
To: [REDACTED] <[REDACTED]>
Cc: [REDACTED] <[REDACTED]>
Subject: FW: RP's Guide to a Career in the US NAVY

Good afternoon Leaders,

I wanted to share with you a document I send to our chaplains and RPs here at 1MARDIV. Although it is two years old and a few things have changed (HYT, TA, etc.), the intent behind the document is still relevant.

As leaders, we should be able to "lead" ALL sailors regardless of their rate. However, I will be the first to admit, we just cannot know everything about every rate and how to ensure they are meeting their professional/rate requirements. Hopefully this guide along with the RP Occupational Standards (currently being revised) will share a little more insight on how we can better "guide" our RPs.

I am always here to answer any questions you may have regarding RPs and the professional steps they should be taking. Thank you for what you all do.

v/r
Senior

-----Original Message-----

From: [REDACTED]
Sent: Thursday, May 24, 2018 11:51 AM
Subject: RP's Guide to a Career in the US NAVY

Good Afternoon RMTs,

I sent the attached document when it first came out in October 2017. With new chaplains and RPs joining our team I wanted to ensure it was distributed again. Although there have been some changes (HYT, etc.) within the two years since this document was published, the thought and main ideas still ring true. Please take the time to read and discuss as an RMT.

If you have any questions do not hesitate to ask.

v/r
Senior

[REDACTED]
DIV SEL for RELMIN, 1st Marine Division
Office: [REDACTED]
Cell: [REDACTED]
NIPR: [REDACTED]